

The Delaware Division of Libraries Library Services and Technology Act (LSTA) Grants to States Implementation Evaluation FFY 2013 – FFY 2017

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Evaluation Summary

Given Delaware's 2016 estimated population of 952,065¹, the First State's annual Library Services and Technology Act (LSTA) Grants to States² allotment of approximately \$1 million per year translates into slightly more than \$1.07 per person per year. LSTA funds alone are obviously inadequate to meet the library and information needs of all Delaware residents. The Delaware Division of Libraries' (DDL) challenge has been to find ways to make \$1.07 per person transformative in terms of library services, to leverage a small amount of money to accomplish major results by strategically deploying funds and leveraging other public and private monies in support of library and information services.

In fact, "transformation" is a familiar word in the Delaware Library community. The Delaware Division of Libraries has been promoting the concept of moving libraries from a *transactional* model to a *transformational* model for several years. DDL approaches this change in a holistic way. State funding, LSTA funding, and funding streams from other sources are all seen as contributing to a shared "dream" of transformative service. In her "TED" talk at the 2015 TEDx-Wilmington Conference, State Librarian Annie Norman said,

"Delaware Libraries and their partners facilitate transformational opportunities for you and others to explore your passions and maximize your unique talents and achieve your Delaware Dream."

This vision of libraries enabling every individual to unlock their potential pervades everything that DDL undertakes regardless of funding source. A commitment to this dream is directly reflected in Delaware's LSTA goals.

In the opinion of the evaluators, the Delaware Division of Libraries has, using the measure of leveraging LSTA dollars to accomplish transformative results by strategically deploying finite funds, accomplished a great deal by effectively carrying out its **2013 – 2017 Library Services and Technology Act (LSTA) Plan**. Delaware's approach to using LSTA funds is simple and straightforward. Delaware establishes a platform for success (an exceptionally robust library technological infrastructure, the Delaware Library Catalog, and a myriad of staff development activities), and then it builds on that platform with innovative programs such as Delaware Libraries Inspiration Space, Lifelong Learning (Dewey Delaware), and Summer Reading Program support to enable individuals to succeed.

After a review of State Program Reports (SPR), an examination of supplemental data supplied by DDL, interviews with key individuals in the Delaware library community, a meeting with the Delaware Council on Libraries (COL) and the broader Delaware library community, and the analysis of responses to a web-survey distributed to the state's libraries, the evaluators find that the Delaware Division of Libraries has done exactly what it said it would do in its five-year LSTA plan and that it has made significant progress toward its goals. The evaluators conclude that, three years into a five-year planning cycle, Delaware is clearly on the path to achieve both of its LSTA goals.

There are only two goal statements in the Delaware Division of Libraries' **2013 – 2017 Library Services and Technology Act (LSTA) Plan**. They are:

¹ United State Census Bureau QuickFacts, <https://www.census.gov/quickfacts/table/PST045215/10>

² The LSTA Grants to States program will be referred to simply as LSTA in this report rather than constantly using the "Grants to States" designation.

GOAL 1: Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

GOAL 2: Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

These goals have several commendable characteristics. First and foremost, the goals focus on end-users and the benefits they will receive. Secondly, because of the focus on the end-user, the goals invite an outcomes-based evaluation regimen. Thirdly, the goals are aspirational in nature. While it is possible to assess real progress and to identify specific achievements in Delaware's implementation of their LSTA program, fully attaining the goals included in the five-year plan will demand ongoing attention and effort. They are the kind of goals that may be achieved today but must be "re-achieved" tomorrow.

For purposes of this summary, the evaluators will look at the accomplishments of the Delaware Division of Libraries in implementing their Plan at the goal level. Details supporting the conclusions that are reached regarding whether goals have been achieved, partly achieved or not achieved will be provided in the body of the evaluation.

1. Retrospective Questions

A-1. To what extent did the Delaware Division of Libraries' Five-Year Plan activities make progress towards each goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

As part of the assessment process, the evaluators asked key Delaware Division of Libraries' staff involved with the LSTA program to offer their personal appraisals of progress toward each of the two goals included in the Delaware Division of Libraries' 2013-2017 five-year Plan. The evaluators prefaced their request for this internal assessment by noting the fact that the State was only three years into the implementation of a five-year plan. Consequently, it was acknowledged that it was unlikely that any of the goals would be completely or finally achieved. In completing the assessment, some liberty has been taken in using the current level of accomplishments and the current trajectory of projects to assess whether success will likely be achieved by the end of the five-years planning horizon.

In the self-assessment, the Delaware Division of Libraries' internal appraisal was that the state library administrative agency (SLAA) had advanced enough to qualify as having PARTLY ACHIEVED both Goals 1 and 2. Commenting on Goal 1, the State Librarian said that "the work is never done." The evaluators agree that fully achieving the aspirational goals in the plan is elusive and will require an ongoing commitment; however, we also find evidence that suggests that Delaware has ACHIEVED both of its goals. In the evaluators' minds, the only factor that stands between a PARTLY ACHIEVED and ACHIEVED rating on Goal 1 is the significant inequity of access to quality resources that continues to exist (and appears to be growing) in school libraries. Because DDL is directly confronting this inequity through the work it has done over the past two years to engage and support school libraries, the evaluators find that DDL has ACHIEVED Goal 1. The evaluators also conclude that DDL has ACHIEVED Goal 2.

Table 1 offers a summary of both the Delaware Division of Libraries' internal assessments and the evaluators' conclusions.

Table 1 – Delaware Division of Libraries and Evaluators' Assessment of Progress		
Goal	Delaware Division of Libraries' Assessment	Evaluators' Assessment
<i>GOAL 1: Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.</i>	Partly Achieved	Achieved
<i>GOAL 2: Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.</i>	Partly Achieved	Achieved

It should be noted that DDL is an agency driven by a pursuit of excellence. "Good enough" is not part of DDL's vocabulary. We believe this standard of excellence is responsible for DDL's modest assessment. Nevertheless, based on direct involvement with LSTA programs in more than two-dozen states, the evaluators believe that Delaware has one of the most exemplary LSTA programs in the nation and that its accomplishments warrant the ACHIEVED rating for both goals.

GOAL 1

Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

Goal 1 expenditures represent 89.06% of Delaware's total LSTA allotment in the Federal Fiscal Year (FFY) 2013 – FFY 2015 period. The evaluators have identified twelve (12) different projects that have been carried out in support of Goal 1. This includes both statewide programs such as the Delaware Library Catalog and support for small, collaborative events such as the "Festival of Words."

The evaluators find five compelling reasons to conclude that the Delaware Division of Libraries has ACHIEVED Goal 1. They are:

1. The Delaware Library Catalog is a stellar accomplishment. All residents of the First State can access over 2.4 million items through a real-time integrated library system that includes the holdings of every public library in the Delaware as well as the holdings of some academic and school libraries. The Delaware Library Catalog has become a single point of access to a wide array of resources ranging from books to historical documents and from databases to a broad selection of e-books and e-audiobooks.
2. The Information Technology (IT) project quietly provides Delaware residents with a remarkably robust network that ensures all residents have free access to broadband services through their public libraries.
3. The Delaware Library Access Services program is a solid, stable program that serves individuals with print disabilities. The program provides both resources and specialized technologies that enable a targeted population of Delaware residents to support their educational and lifelong learning aspirations.

4. The Delaware Libraries Inspiration Space project is an outstanding example of leveraging a small amount of LSTA funding to accomplish significant, measurable, transformative outcomes. In addition to adding support for digital literacy aspects inherent in Goal 1, the Inspiration Space program has changed the public's perception of what a library can be.
5. The single mitigating factor that arguably stands between a rating of PARTLY ACHIEVED and ACHIEVED is the significant inequity of access to library and information resources that exists in the Delaware schools. The ***Statewide Master Plan for Delaware School Libraries***, which was produced as a project supported under Goal 2, identifies significant issues in equitable access to library resources and services for children most at risk (those living in economically challenged areas). It can be argued that these children DO have equitable access to a vast array of materials through their public libraries; however, Goal 1 will never be fully realized until the First States' school libraries are adequately supported. DDL is to be applauded both for its efforts in providing the general public with unparalleled access to resources and for confronting the school library issue. The evaluators believe these efforts tip the scales in the ACHIEVED direction.

The evaluators agree with DDL's opinion that fully achieving Goal 1 will require long-term, ongoing work; however, efforts in accomplishing Goal 1 are so extraordinary that the evaluators conclude that Delaware has ACHIEVED Goal 1 (and in a spectacular way)!

GOAL 2

Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

Goal 2 expenditures represent 8.86% of Delaware's total LSTA allotment in the FFY 2013 – FFY 2015 period. The evaluators have identified only two (2) projects that have been carried out in support of Goal 2: Professional Development for Delaware Library Staff, and the Statewide Master Plan for Delaware School Libraries.

The evaluators find three compelling reasons to conclude that the Delaware Division of Libraries has ACHIEVED Goal 2. They are:

1. The Delaware Division of Libraries offers an array of highly relevant staff development opportunities to all levels of library staff in the State. Opportunities are provided to participate in face-to-face events (e.g., Library Town Meetings and topical workshops), and virtually through both synchronous and asynchronous sessions.
2. The Master Plan for Delaware School Libraries underscores the impact of school libraries on student learning and achievement and specifically builds the case for the critical importance of library professionals in every school. The Master Plan provides recommendations that would result in the transformation of school libraries.
3. Although the Delaware Libraries Inspiration Space is technically a Goal 1 project, it serves to fulfill the spirit of Goal 2.

A-2. To what extent did the Delaware Division of Libraries' Five-Year Plan activities achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?

Appendix F shows that ALL the Measuring Success Focal Areas were impacted in some way by the Delaware Division of Libraries' LSTA-funded activities. The most significant impacts can be reported in the LIFELONG LEARNING and INFORMATION ACCESS focal areas.

A-3. Did any of the groups identified by IMLS as target audiences represent a substantial focus for your Five-Year Plan activities? YES

One identified target audience reaches the 10% expenditure threshold established by IMLS as representing a substantial focus. It is Individuals with Disabilities.

B. Process Questions

B-1. How has the Delaware Division of Libraries used data from the old and new State Program Report (SPR) and elsewhere to guide activities included in the Five-Year Plan?

The Delaware Division of Libraries has used SPR data to adjust and refine their approach to projects undertaken in support of the two goals that are included in the five-year plan.

B-2. Specify any changes the Delaware Division of Libraries made to the Five-Year Plan, and why this occurred.

No formal changes or amendments were made to the five-year LSTA plan.

B-3. How and with whom has the Delaware Division of Libraries shared data from the old and new SPR and from other evaluation resources?

SPR data has been used internally primarily for planning and evaluation purposes and has been shared directly with Council on Libraries, the Secretary of State's Office and the broader library community through periodic Library Town Meetings.

C. Methodology Questions

C-1. Identify how Delaware Division of Libraries implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of Evaluators.

To ensure rigorous and objective evaluation of the LSTA Grants to States program, DDL contracted with Himmel & Wilson. Based on a review of the proposal submitted by the firm, which described a process consistent with the IMLS guidelines Himmel & Wilson was awarded a contract.

C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.

Himmel & Wilson, Library Consultants employed a mixed-methods, triangulation evaluation approach to validate the data and information that was collected.

C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation and how the evaluators engaged them.

The Delaware Division of Libraries staff were engaged through personal interviews during a site visit to the agency on August 2, 2016, via telephone calls, and through frequent e-mail exchanges. Stakeholders were engaged through a web-based survey, personal interviews, and a meeting with the Council on Libraries in which the broader library community was invited to participate.

C-4. Discuss how the Delaware Division of Libraries will share the key findings and recommendations with others.

The Delaware Division of Libraries will share the findings with the Council on Libraries, with the Secretary of State's Office, and with other agencies within state government. Key findings will also be shared with the library community through Library Town Meetings (LTM) and by alerting the libraries in Delaware of the availability of the evaluation report. The report will be publicly available on the state library agency's website as well as on the IMLS website.

Evaluation Report

INTRODUCTION

This evaluation is based on a review of three years of performance by the Delaware Division of Libraries in implementing its **2013 – 2017 Library Services and Technology Act (LSTA) Plan**. It covers activities conducted using Library Services and Technology Act (LSTA) Grants to States funding for FFY 2013, FFY 2014, and FFY 2015. The assessment is structured around the Institute of Museum and Library Services (IMLS) **Guidelines for IMLS Grants to States Five-Year Evaluation** and the two goals that appeared in Delaware's LSTA Plan.

After presenting a short background section, the evaluators will proceed to report on the Retrospective Questions (Section A) posed by IMLS for each of the two goals. We will then continue to respond to the Process Questions (Section B) and Methodology Questions (Section C) as a whole, noting any differences that apply to individual goals.

Within the sections for each goal, individual projects will be presented in the order of the magnitude of LSTA expenditures by project. Typically, greater detail will be presented regarding larger scale projects. Very small projects (those that account for less than 3% of the total LSTA expenditures for the three-year period) will get little more attention than a brief description due to the small amount of LSTA funding expended. As an example, the Festival of Words project amounted to five one-hundredths of one-percent of LSTA funding for the three-year period covered by the evaluation and is simply described rather than being the subject of analysis.

BACKGROUND

Because the LSTA Grants to States program uses a formula that is primarily population-driven to determine state allotments, Delaware, as a state with a small population, receives a small allocation. Delaware's LSTA funding allotment ranks 46th among the states and territories included in the Grants to States program. The First State received an average of just over \$1 million (\$1,020,179) per year over the course of the three years FFY 2013, FFY 2014, and FFY 2015 covered by this evaluation.

Given Delaware's 2015 estimated population of 945,934, the state's annual LSTA allotment of approximately \$1 million per year translates into slightly less than \$1.08 per person on an annual basis. LSTA funds alone are obviously inadequate to meet the library and information needs of all Delaware residents. The Delaware Division of Libraries' (DDL) challenge has been to find ways to make \$1.08 per person

transformative in terms of library services: to leverage a small amount of money to accomplish major results by strategically deploying funds and leveraging other public and private monies in support of library and information services.

In fact, “transformation” is a familiar word in the Delaware Library community. The Delaware Division of Libraries has been promoting the concept of moving libraries from a **transactional** model to a **transformational** model for several years. DDL approaches this change in a holistic way. State funding, LSTA funding, and funding streams from other sources are all seen as contributing to a shared “dream” of transformative service. In her “TED” talk at the 2015 TEDx-Wilmington Conference, State Librarian Annie Norman said,

“Delaware Libraries and their partners facilitate transformational opportunities for you and others to explore your passions and maximize your unique talents and achieve your Delaware Dream.”

This vision of libraries enabling every individual to unlock their potential pervades everything that DDL undertakes regardless of funding source. A commitment to this dream is directly reflected in Delaware’s LSTA goals.

Delaware’s small LSTA allotment severely limits DDL flexibility in implementing its dream. Over half (50.36%) of the FFY 2013 – FFY 2015 LSTA funds received supported the Delaware Library Catalog/ Delaware Library Consortium. An additional ten percent (10.79%) was used for the operation of Delaware Library Access Services (DLAS); DLAS is a cooperating library in the National Library Service for the Blind and Physically Handicapped (NLS) network. In other words, over sixty percent (61.15%) of the FFY 2013 – FFY 2015 LSTA funds expended went to two worthy projects (Delaware Library Catalog and Delaware Library Access Services). Four additional projects accounted for more than another quarter (26.10%) of the expenditures (Professional Development, Summer Library Reading Program, Delaware Libraries Inspiration Space, and IT).

Delaware has responded to this challenge by crafting a number of low-cost/ high impact programs that will be described on the following pages. In the opinion of the evaluators, the Delaware Division of Libraries has, using the measure of leveraging LSTA dollars to accomplish transformative results by strategically deploying finite funds, accomplished a great deal by effectively carrying out its **2013 – 2017 Library Services and Technology Act (LSTA) Plan**. Delaware’s approach to using LSTA funds is simple and straightforward. Delaware establishes a platform for success (an exceptionally robust library technological infrastructure, the Delaware Library Catalog, and a myriad of staff development activities), and then it builds on that platform with innovative programs

such as Delaware Libraries Inspiration Space, Lifelong Learning (Dewey Delaware), and Summer Reading Program support to enable individuals to succeed.

After a review of State Program Reports (SPR), an examination of supplemental data supplied by DDL, interviews with key individuals in the Delaware library community, a meeting with the Delaware Council on Libraries (COL) and the broader Delaware library community, and the analysis of responses to a web-survey distributed to the state's libraries, the evaluators find that the Delaware Division of Libraries has done exactly what it said it would do in its five-year LSTA plan and that it has made significant progress toward its goals. The evaluators conclude that, three years into a five-year planning cycle, Delaware is clearly on the path to achieve both of its LSTA goals.

There are two goal statements in the Delaware Division of Libraries' 2013 – 2017 Library Services and Technology Act (LSTA) Plan. They are:

Goal 1 – Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

Goal 2 – Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

A. Retrospective Questions

GOAL 1:

Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

Goal 1 - Retrospective Question A-1. To what extent did the Delaware Division of Libraries' Five-Year Plan Goal 1 activities make progress towards the goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

Following are the titles of the projects and the total amount of LSTA FFY 2013 – FFY 2015 funding that was expended on activities undertaken in support of Goal 1.

Projects & Expenditures

Delaware Library Catalog	\$ 1,541,312.32
Delaware Library Access Services	\$ 330,336.82
Summer Library Reading Program	\$ 208,505.56
Delaware Libraries Inspiration Space	\$ 204,093.06
Information Technology (IT)	\$163,263.24
Lifelong Learning (Dewey Delaware)	\$ 88,681.32
Delaware Heritage Collection	\$ 66,367.97
Delaware Library Reference Services / Ask a Librarian Delaware	\$ 47,588.22
Summer Library Reading Program – STEM	\$ 31,972.38
Delaware Library Partners / Community Resources Exchange	\$ 21,388.12
Delaware Center for the Book – National Book Festival	\$ 20,709.64
Festival of Words	<u>\$ 1,500.00</u>
GOAL 1 TOTAL	\$ 2,725,718.65

Goal 1 expenditures represent 89.06% of Delaware’s total LSTA allotment in the FFY 2013 – FFY 2015 period.

DELAWARE LIBRARY CATALOG

\$ 1,541,312.32 (50.36% of total LSTA expenditures)

The original purpose of the Delaware Library Catalog was to provide statewide access to the physical and non-print media collections of public libraries in an efficient, cost-effective manner. However, with some assistance from LSTA funding, it has become far more. The Catalog now provides seamless access to a wide array of materials and content and membership in the Delaware Library Consortium includes libraries of all types as well as a small number of other types of organizations with library collections.



The Delaware Library Catalog has become what is arguably the finest, most comprehensive statewide resource sharing system in the nation. The single statewide ILS allows all types of libraries in Delaware to streamline their processes, engage in collaborative collection development, and to participate in interlibrary loan and other resource sharing activities in a highly efficient way. For the public, the Delaware Library Catalog means “one-stop shopping!” The catalog is the single point of entry to content that includes print books and other print materials, non-print media, e-books and e-audiobooks, databases, electronic magazines and digitized historical content.

The Delaware Library Catalog has now operated on a statewide basis for over five years. Participants in the system include all 33 public libraries, 2 bookmobiles, the four Delaware Technical and Community College libraries, the Wesley College Library, Wilmington University collections, 8 school libraries, plus 13 special libraries. The catalog currently includes more than 2.4 million (2,418,240) items. The Catalog is at the center of efforts to engage all types of libraries and to provide the public with unparalleled access to a vast array of resources. In particular, school libraries are now being encouraged to participate in the catalog, and, as an extension of this participation, to become more involved in resource sharing activities. The recently completed Statewide Master Plan for Delaware School Libraries strongly recommends the inclusion of all public school libraries in the Catalog and proposes using state funds to accomplish the task.

Thinking of the Delaware Library Catalog simply as a shared integrated library system seriously underestimates its role in Delaware libraries. The centrality of the Delaware Library Catalog is illustrated by the number of other LSTA projects that are directly related to the Catalog in some way. The school library study was just mentioned; however, the Catalog is also the primary public entry point to the Delaware Heritage Collection. The Lifelong Learning/Delaware Dewey project depends on the Catalog. The Information Technology (IT) project supports the health of the network used by the Catalog. The Delaware Libraries Inspiration Space heavily utilizes online tools available through the Catalog. A considerable number of staff development events involve Catalog-based content. In short, the Catalog has been, and continues to be, the most important LSTA-supported project in Delaware library history! That said, it should be noted that LSTA funding represents only about one-third of total costs. Nevertheless, it is simply impossible to overstate the importance of the Delaware Library Catalog.

Another illustration of the power of the Catalog as a collaborative tool has been the emergence of the **Delaware Library Consortium** as a framework for library operations and technological innovation. Appendix J outlines the framework that is developing. The model is quite comprehensive. In addition to better defining the roles of the Delaware Division of Libraries, county library agencies, member public libraries, and

other types of member libraries, the framework addresses emerging technologies/ innovation, staff development, publicity/public awareness, and data management. The success of the Delaware Library Catalog has fostered a spirit of cooperation and has influenced virtually every aspect of library service delivery.

Table 2 - Delaware Library Catalog – Participation & Basic Data			
	FFY 2013	FFY 2014	FFY 2015
Public Libraries	33	33	33
Bookmobiles	2	2	2
Academic Libraries	6	6	6
School Libraries	4	7	8
Other Libraries/Organizations	6	13	13
Items in Catalog	2,500,000	2,615,000	2,418,240

The Catalog handles a tremendous number of transactions. The Delaware Open Data Portal (<https://data.delaware.gov/en/browse?q=library>) provides public library statistics and reveals that the Delaware Library Catalog ILS has handled roughly 6 million public library circulation transaction in each of the past four years. While overall circulation has declined slightly (a total of 4.7% between 2013 and 2016), the circulation of Overdrive e-books facilitated through the catalog has more than doubled during the same period (146.07%). In December 2015, DDL announced the download of the one-millionth e-book or audiobook on the system.

Personal interviews, and web-survey responses revealed that librarians from all types of libraries place a high value on the Delaware Library Catalog. One public librarian said,

“The Delaware Library Catalog supports our core service.”

Another public librarian said,

“The Delaware Library Catalog supports anyone who uses the library.”

An academic librarian added:

“The Delaware Library Catalog facilitates and extends the collection of our library. Our faculty and students are grateful for this access to resources throughout the state.”

Another academic librarian noted that:

“The Delaware Library catalog has had the most impact of any of the programs supported with LSTA funds. Having access to the materials of public libraries and other academic libraries allows our customers to watch movies and documentaries and read information that would not have been available to them in our community.”

Finally, a school librarian said,

“I use the Delaware Library Catalog both personally and professionally to locate books and materials. I appreciate the opportunity to search once and find what I'm looking for.”

The Catalog truly is a platform for resource sharing that works and it has become the public's primary centralized source for all types of content. Whether an individual is searching for a print book, digitized historical photo, an electronic magazine, an e-book, an e-audiobook or access to online databases and utilities, the Delaware Library Catalog is the face of library service in the First State.

DELAWARE LIBRARY ACCESS SERVICES

\$ 220,336.82 (10.79% of total LSTA expenditures)

Since 1971, Delaware Library Access Services (DLAS) has provided books in Braille and audio books in accessible formats for the blind and physically handicapped residents of Delaware. DLAS is the Delaware regional branch of the National Library Service for the Blind and Physically Handicapped (NLS) of the Library of Congress. As such, DLAS has access to over 2,000 new titles recorded by NLS each year. Currently the library has over 100,000 volumes, which comprise more than 50,000 different titles.



The library has audio playback devices that are loaned to patrons to listen to the audio books. All services of DLAS are free to the patron. Materials are distributed through the US postal service and may be returned to the library postage free.

Unlike many libraries in the NLS network that are experiencing a drop in both usership and circulation, DLA is holding its own. The number of individuals registered for the program has hovered around the 1,000 mark for a number of years, and the circulation of physical media has also remained constant in the 35,000 range. Use of the Braille and Audio Reading Download (BARD) program is relatively constant at approximately 10,000 downloads per year.

DLAS periodically conducts a survey of its users to ascertain their satisfaction with the service and to assess whether any changes are needed. The last survey conducted garnered 136 responses and contained some valuable insight. For example, nearly two-thirds of DLAS users were unaware that the Delaware Catalog includes downloadable audiobooks. Satisfaction with DLAS services was high and there were some indications that patrons of the program are becoming more comfortable with the downloading procedures.

Many DLAS users take time to thank staff for the program and to share why the program is important to them personally. One user sent a note that said

“Thank you for enrolling me in the talking books for the blind program. It has added a new dimension to my 85-year-old life!”

Another user added,

“Thank you so much for your service I love the talking books. I have referred one of my neighbors and she too loves too and showed it to another neighbor that is 90 years old she has arthritis in her hands as well as low vision. She would love the service as well. I truly appreciate all of your assistance and your kindness and willingness to help. Thank You!”

SUMMER LIBRARY READING PROGRAM

\$ 208,505.56 (6.81% of total LSTA expenditures)

Delaware’s support for summer reading is fairly typical of what the evaluators have observed elsewhere. As is the case in many states, the purpose of the Summer Library Reading Program (SLRP) is to encourage children, teens, and adults to read during the summer in order to advance reading as a lifelong habit and create interest in books and libraries. The target audience is the very youngest children to adults with the intent of

developing pre-literacy skills in the youngest audience, maintaining reading skills for school-aged children, and expanding lifelong learning opportunities for adults.

The core intent is the cultivation of a commonly held habit toward reading, books, and the library by the public through two activities, the Performing Arts Series and Access to Reading and Books. The Delaware Division of Libraries believes in the value of the Summer Library Reading Program for both short and long-term effects. DDL supports all Delaware public libraries with their Summer Library Reading Programs through providing performers and materials.

The funds spent in connection with Summer Reading are highly valued by public librarians. The summer reading program manuals and performers make it possible for all libraries to serve a wider audience during the summer months. By doing so, libraries help decrease the “summer slide”, promote a wide range of activities, and create a safe place for children and teens to be when being in school is not an option.

A number of librarians responding to the web survey cited the Summer Reading program as being a high impact program. One indicated that their local program targeting adults was growing:

“Last summer, we more than doubled the number of adults in the SRP, making them just as happy as their children by the end of August!”

Another survey respondent spoke to the difference that LSTA support make in communities that lack local funding for such efforts.

“My library is situated in an area with a high rate of poverty. Being able to offer free programs that are educational and entertaining is of great benefit to our community. Just one example of this would be our annual Summer Reading Programs.”

DELAWARE LIBRARIES INSPIRATION SPACE

\$ 204,093.06 (6.67% of total LSTA expenditures)

The Delaware Libraries Inspiration Space (IS) is a small, but mighty, project! Delaware Libraries Inspiration Space is a program that provides staffed community spaces where people can enthusiastically learn and collaborate. A wide range of topics including entrepreneurship/small business support, digital literacy, basic technology training,

maker space activities, jobs/careers, and general lifelong learning pursuits are facilitated and encouraged. The mission of IS is to help people find their next step – whatever that step might be. For some the next step may be self-directed study; for others pursuing formal education may be the next step. Some prepare for an upcoming job interview while others need help in figuring how they can **get** a job interview. IS is about enriching, empowering, and inspiring individuals through the provision of traditional and innovative resources ranging from books and computers to 3D printers and testing software.



Although the Inspiration Space program accounts for less than seven percent (6.67%) of Delaware’s LSTA expenditure over the FFY 2013 – FFY 2015 period, the program can claim as much or more solid outcome data than any other project the evaluators have examined while working with nearly two dozen states during the currently LSTA evaluation cycle. Hard data such as the number of job offers (an average of 22 per month for the past 27 months) that have been extended to IS patrons as well as a treasure trove of anecdotal evidence that puts a very human face on the program has been collected. Examples include the backstory of how a talented young woman ended up homeless and an account of the “aha moment” when a long-unemployed program participant began to believe that he could really get a rewarding job that would enable him to support his family.

There is a good reason that this program is one of only four finalists for this year’s National Association of Secretaries of State “Idea” Award. See <http://www.nass.org/index.php/awards/nass-ideas-award/>

The IS program works on many different levels. For example, Individual stories recounted by IS staff that speak to our human side are heart-warming:

“Jose was in the Georgetown Inspiration Space working on job applications. He took a phone call out in the hall and when he came back he had a big grin on his face and I knew he had gotten a call about a job (which he got and they want him to start right away.)”

Another IS patron wrote the staff a letter of appreciation:

"I got a Job! I am working as a Pre-Kindergarten Teacher at St. John's Lutheran School. I love teaching young children! It was the job I wanted! Thank you so much for your support and help and encouragement to keep trying!"

The value of the IS project in individual human terms is obviously incalculable; however, the IS project has positively affected library staff, library organizations, and the general public in other ways as well. A remarkable percentage of respondents (30.5%) to the web-based survey identified Delaware Libraries Inspiration as having a great impact on their library. Furthermore, comments reveal that the IS program is changing the way that both staff and the public think about libraries.

"The motto of IS is we help people take their next step. Help with adult education, social service resources and support, help with people looking for jobs and careers, help with expungements and pardons, seriously the list goes on and on. The community feels that the library is there for them in every step that they are taking."

"Inspiration Spaces have a great impact on our community. People have received help with filling out applications and have in turn come into the library believing that we are a safe place to come."

Although the formal Inspiration Spaces are located in just three libraries (one in each of Delaware's three counties), the IS program has been exported to other libraries and comments from the web-survey and personal interviews confirm that at least pieces of the concept have been adapted and adopted in public libraries across the State. Individuals attributed the Inspiration Space program as the motivation to expand STEM (Science, Technology, Engineering, and Math) programming, for the decision to purchase a 3D printer, and for holding job-fair type events.

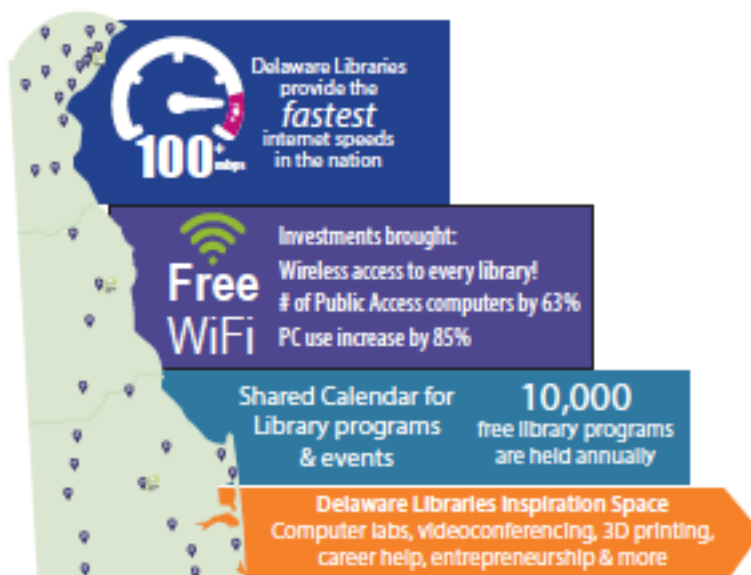
In short, the evaluators find that the Delaware Libraries Inspiration Space has not only succeeded; it has exceeded expectations and has positively influenced library practice in Delaware.

INFORMATION TECHNOLOGY (IT)

\$ 163,263.24 (5.33% of the total LSTA expenditures)

It is ironic that the Information Technology program (IT) follows the description of the IS project. You will recall that the order in which projects are being presented is based on total expenditure. Compared to the Inspiration Space program, the Information Technology program would appear to be quite boring. In fact there isn't much to say. Very simply, this project is nearly invisible when things are going well. However, keeping Delaware's robust network infrastructure operating at a high level doesn't happen magically. Personnel who are in part supported with LSTA funds help to keep the computers in Delaware's libraries functioning. They keep Wi-Fi service going. They troubleshoot slowdowns and outages. They make the Delaware Catalog possible.

The purpose of the Delaware library network is to allow every Delawarean access to a fast, reliable network and to support the statewide technology infrastructure that includes the Integrated Library System (ILS). The Delaware library network enables every public library in Delaware to participate in one of the fastest high-speed broadband networks in the nation. All public libraries in Delaware have at least 100mbps, with 13 libraries at 1Gbps and two libraries at 10Gbps. A single network infrastructure allows consistency of service among all public libraries in the state, economy of scale savings, and greater technology reliability.



LIFELONG LEARNING (DEWEY DELAWARE)

\$ 88,681.32 (2.90% of the total LSTA expenditures)

Facilitating lifelong learning is at the heart of the Delaware Division of Libraries' mission. The Dewey Delaware program is a highly creative effort to encourage libraries to offer resources, programming and services across the spectrum of human knowledge (represented by Dewey). DDL has been tracking circulation programming, reference services and professional development using Dewey as an organizing construct. The results are fascinating.

DDL now has statewide Dewey Data for 3 full years, FY2014, FY2015, and FY2016. As they expected, they saw significant activity in traditional service areas such as fiction and literature. They also found significant activity that involved assistance with technological devices. A recent emphasis has been in 600s (Technology), including STEM, Job Seeking, and Entrepreneurship. Most of these topics require extensive one-on-one assistance and so the numbers are not as high. Since the economy has recovered somewhat, DDL expected that a decrease might occur in the 300s (Social Sciences), but the demand for materials and programming in this area has remained relatively strong.

An important role of the Dewey Delaware program has been to develop a methodology to strategically support lifelong learning and economic development, to measure outcomes, and to showcase library value across the state of Delaware. Using a statewide library technology infrastructure provides access to live data and an organizing tool for library services, and data (Dewey Delaware, Maslow/Dewey Chart) helps libraries to be strategic and developmental in the services that they offer. The data also helps inform other decisions such as topics for staff development.

DELAWARE HERITAGE COLLECTION

\$ 66,367.97 (2.17% of the total LSTA expenditures)

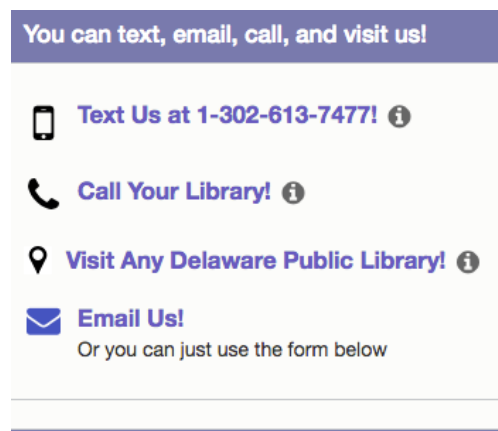


The Delaware Heritage Collection (DHC) represents a modest, but very successful collaboration between the Delaware Division of Libraries and cultural heritage organizations in the state. Organizations are invited to contribute archival quality digital files, including artwork, maps, photographs, audio/video, and other important items documenting Delaware's rich history and culture. The DHC portal allows participating

organizations to reach out to new audiences and at the same time provides the public with a single access point to research materials in Delaware repositories. A major component of this effort involves advising organizations that bring little or no digitization experience so that the quality of digitized items meets national standards and that best practices are followed in regard to metadata. The Delaware Library Catalog provides a point of entry into the digitized collections. In FFY 2015, 44,320 items were digitized and participants in the program included public and academic libraries as well as special libraries and other organizations such as museums and historical societies. CONTENTdm is used as the digitization tool and digitized items are stored in the OCLC Digital Archive.

DELAWARE LIBRARY REFERENCE SERVICES / ASK A LIBRARIAN DELAWARE \$ 47,588.22 (1.55% of total LSTA expenditures)

Reference and information service is still a basic function of libraries; however, technology and the wide availability of Internet access have resulted in profound changes to this core library service. Delaware Library Reference Services/Ask a Librarian Delaware provides collaborative opportunities for public, special, school, and academic library staff to participate and shape question-answering best practices, resources, policies, and information sharing statewide. Through the Ask a Librarian Delaware program, any resident of Delaware can email, text, phone, or visit with a Delaware librarian.



SUMMER LIBRARY READING PROGRAM – STEM \$ 31,972.38 (1.04% of total LSTA expenditures)

This project involves partnerships with the Delaware Aerospace Education Foundation (DASEF) and the Delaware Nature Society. The purpose of the project was to

encourage public libraries to develop STEM-related programming. The project sponsored a series of programs that was presented at all 33 Delaware public libraries.

One library that participated in the program reported that their library began sponsoring STEM programming as a result of the series. They said,

“STEM gives people the opportunity to see that learning can be fun and they too can take part in new technologies.”

DELAWARE LIBRARY PARTNERS / COMMUNITY RESOURCES EXCHANGE

\$ 21,388.12 (0.70% of total LSTA expenditures)

Delaware Library Partners/ Community Resources Exchange is a longstanding effort on the part of the Delaware Division of Libraries to encourage the role of public libraries in developing and utilizing human networks. The program was established by DDL in 2008. It is now a collaborative effort of more than 130 organizations focused on strengthening services to Delawareans by coordinating information exchange through public libraries.

The program was initially formed to assist Delawareans with emergency assistance during the great recession of 2007 – 2010. DDL is now partnering with the Delaware Community Foundation and the Delaware Alliance for Nonprofit Advancement to strengthen Delaware Partners to coordinate and maximize community information sharing across the public and private sectors. Delaware libraries have developed a significant infrastructure of technology at locations throughout the state. This infrastructure enables Partners, in collaboration with Delaware libraries, to extend their resources and expand their reach in service to Delawareans.

This is another program that has an impact that far outweighs the small investment of LSTA dollars that goes into the program. The program schedules regular events that bring community partners together in library settings. In recent years, DDL has started tracking participation at these events using the Dewey Delaware framework.

DELAWARE CENTER FOR THE BOOK – NATIONAL BOOK FESTIVAL

\$ 20,709.64 (0.68% of total LSTA expenditures)

The Delaware Center for the Book has participated in the Pavilion of States at the National Book Festival since the first Pavilion in 2002. The purpose of state participation is to promote literacy efforts, cultural tourism, etc. to a wide audience. The DE Center for the Book has the additional goal of reaching Delawareans in the audience by encouraging them to show their library card and receive an item that supports literacy/lifelong learning. LSTA dollars have helped underwrite costs associated with Center for the Book participation in the Book Festival.

FESTIVAL OF WORDS

\$ 1,500.00 (0.06% of total LSTA expenditures)

The Festival of Words is an annual, free, literacy conference for secondary students, school and public librarians, and teachers focusing on young adult literature, poetry, and writing. Involvement is through the Delaware Teacher Center, Delaware Library Association, Gale/Cengage Learning, Delaware Council on School Libraries, Wilmington University, Red Clay Consolidated School District, and private donations. DDL, in partnership with other organizations, helped underwrite conference costs.

A-2. To what extent did the Delaware Division of Libraries' Five-Year Plan activities under Goal 1 achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?

Appendix F (Measuring Success Table) displays how activities included in the Plan map to the Measuring Success Focal areas. If you consult the Measuring Success Table, you will find that almost all the Goal 1 projects address INFORMATION ACCESS or LIFELONG LEARNING. In terms of the number of dollars that are allocated, INFORMATION ACCESS emerges as the highest priority because the Delaware Library Catalog, which accounts for over half (50.36%) of LSTA expenditures over the three-year period falls into the "improve users' ability to discover information resources" intent in the INFORMATION ACCESS category. Delaware's second largest project in terms of expenditures (Delaware Library Access Services – 10.79% of total LSTA expenditures) also addresses the INFORMATION ACCESS focal area and specifically the "improve users' ability to obtain and/or use information resources" intent. Many other Goal 1 projects impact LIFELONG LEARNING and primarily the "improve users' general knowledge and skill" intent. Included in this group is support for the Summer Reading Program, Delaware Libraries Inspiration Space, and the Lifelong Learning (Dewey Delaware) effort. Also included in this group are small event-oriented projects such as participation in the National Book Festival and the Festival of Words program. Only one Goal 1 project (Information Technology - IT) primarily addresses another Measuring Success focal area. Since this project involves maintaining the health and reliability of the statewide technology infrastructure, it is properly classified in the INSTITUTIONAL CAPACITY focal area and specifically impacts the "improve library operations" intent. The evaluators have also offered an indication of how projects and activities undertaken in support of the goals indirectly address Measuring Success focal areas. For example, because the Dewey Delaware effort encourages programming across the entire Dewey Decimal spectrum, the project has some impact in the HUMAN RESOURCES, ECONOMIC AND EMPLOYMENT DEVELOPMENT, and CIVIC ENGAGEMENT CATEGORIES.

A-3. Did any of the groups identified by IMLS as target audiences represent a substantial focus for your Goal 1 Five-Year Plan activities? (Yes/No) YES

The ongoing expenditures in support of the Delaware Library Access Services program (10.79% of total LSTA expenditures) means that DDL does have a substantial focus on individuals with disabilities. Because the other programs that receive high levels of funding serve the general public, no other groups come anywhere near the 10% threshold that defines a substantial focus. However, the evaluators hasten to note that some other audiences are being reached with LSTA funding, just not at a level that qualifies as a substantial focus. In particular, we would point out that the Delaware Libraries Inspiration Space does a very effective job of reaching individuals who are unemployed/ underemployed.

GOAL 1 CONCLUSION

The evaluators find five compelling reasons to conclude that the Delaware Division of Libraries has ACHIEVED Goal 1. They are:

1. The Delaware Library Catalog is a stellar accomplishment. All residents of the First State can access over 2.4 million items through a real-time integrated library system that includes the holdings of every public library in Delaware as well as the holdings of some academic and school libraries. Delaware residents take for granted what in most states is seen as a highly impractical dream. Furthermore, the Delaware Library Catalog has become a single point of access to a wide array of resources ranging from books to historical documents and from databases to a broad selection of e-books and e-audiobooks.
2. The IT project, although largely invisible, quietly provides Delaware residents with a remarkably robust network that ensures all residents have free access to broadband services through their public libraries.
3. The Delaware Library Access Services program is a solid, stable program that serves individuals with print disabilities. The program fills in another piece of the “equity of access” puzzle by providing both resources and specialized technologies that enable a targeted population of Delaware residents to support their educational and lifelong learning needs.
4. In the opinion of the evaluators, the Delaware Libraries Inspiration Space project is a stellar example of leveraging a small amount of LSTA funding to accomplish significant, measurable outcomes that are truly transformative. In addition to adding support for the technology and digital literacy aspects of Goal 1, the Inspiration Space program has changed the public’s perception of what a library can be.
5. The single mitigating factor that arguably stands between a rating of ACHIEVED and PARTLY ACHIEVED is the significant inequity of access to library and

information resources that exists in the Delaware schools. The ***Statewide Master Plan for Delaware School Libraries***, which was produced as a project supported under Goal 2, identifies significant issues in equitable access to library resources and services for children most at risk (those living in economically challenged areas). It can be argued that these children DO have equitable access to a vast array of materials through their public libraries; however, Goal 1 will never be fully realized until The First States' school libraries are adequately supported. DDL is to be applauded both for its efforts in providing the general public with unparalleled access to resources and for confronting the school library issue through its efforts to shine a light on the school library issue.

The evaluators agree with DDL's opinion that fully achieving Goal 1 will require long-term, ongoing efforts; however, efforts in accomplishing Goal 1 are so extraordinary that the evaluators conclude that Delaware has ACHIEVED Goal 1 in a spectacular way!

GOAL 2:

Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

Goal 2 - Retrospective Question A-1. To what extent did the Delaware Division of Libraries' Five-Year Plan Goal 2 activities make progress towards the goal? Where progress was not achieved as anticipated, discuss what factors (e.g., staffing, budget, over-ambitious goals, partners) contributed?

Following are the titles of the projects and the total amount of LSTA FFY 2013 – FFY 2015 funding that was expended on activities undertaken in support of Goal 2.

Projects & Expenditures

Professional Development for Delaware Library Staff	\$ 223,040.13
Statewide Master Plan for Delaware School Libraries	<u>\$ 48,210.00</u>
GOAL 2 TOTAL	\$ 271,250.13

Goal 2 expenditures represent 8.86% of Delaware's total LSTA allotment in the FFY 2013 – FFY 2015 period.

PROFESSIONAL DEVELOPMENT FOR DELAWARE LIBRARY STAFF

\$ 223,040.13 (7.29% of total LSTA expenditures)

The purpose of the Delaware Division of Libraries' (DDL) professional development initiatives is to provide a consistent level of service at libraries throughout the state. In FY16, activities undertaken to achieve this goal included creation of a Professional Development LibGuide, formation of a Statewide Professional Development Team to

work on a Delaware Library Consortium Content Project to inform curriculum development, and ongoing professional development opportunities for Delaware library staff.

As is the case with any good staff development program, change is a constant. While much of the LSTA funding is used to deliver training and instruction using a diverse set of methods (e.g., face-to-face events such as Library Town Meetings and topical workshops, synchronous and asynchronous virtual sessions, support for conference attendance), funds are also being invested in redesign of the staff development curriculum. The change was prompted by a Training Needs Assessment that identified current and emerging needs. In response, a Statewide Professional Development Team drawn from the Delaware Library Consortium has been established. Several tasks are underway that reflect a desire for training that would lead to greater operational efficiencies:

- The first task will be to identify existing procedures from the public libraries in all three Delaware counties.
- The next task is to compare and contrast procedures to identify similarities and differences.
- The third task will be the development of new streamlined procedures.
- A curriculum component will then be developed around these procedures.

As part of this process, DDL's Professional Development Coordinator created a Professional Development LibGuide (<http://guides.lib.de.us/profdev>) to keep Delaware library staff informed about professional development opportunities and the work of the Statewide Professional Development Team.

The importance of staff development cannot be overstated. In the meeting that was held with the Council on Libraries and the extended Delaware library community, continuing education and staff development were identified as high priorities for the future. Responses from the web survey that was conducted as part of the evaluation process underscores this feeling.

"The professional development provided to member librarians is fantastic in the current economy when there is rarely enough money."

"I really appreciate that I have access to courses relevant to work that are too cost-prohibitive otherwise."

"I appreciate DDL's ability to invest in professional development, which helps staff grow and learn."

STATEWIDE MASTER PLAN FOR DELAWARE SCHOOL LIBRARIES

\$ 48,210.00 (1.58% of total LSTA expenditures)

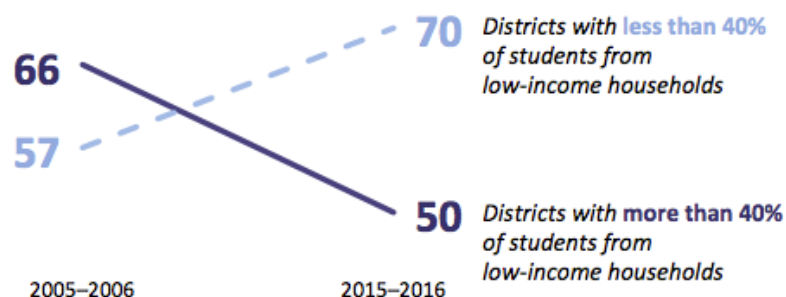
LSTA funds along with State funds were used to support the development of a Master Plan for Delaware School Libraries. The recent closure of some school libraries and the threatened closing of others mirror a distressing national trend. The Delaware Division of Libraries engaged the University of Delaware's Institute for Public Administration to research the link between quality school libraries and student performance. The result of this project was August 2016 publication of the ***Delaware School Libraries Master Plan: Quality School Libraries = Higher Student Achievement***.



The Plan builds on decades of solid research that documents the strong correlation between quality school libraries and student achievement in multiple areas including reading and writing. One commonality in previous research is the importance of the presence of a qualified/certified school librarian/media specialist. Perhaps the most distressing finding of the report was a growing gap in the availability of certified librarians in districts with higher poverty levels. The study showed that the number of school librarians was actually increasing in school districts in which less than 40% of the students were from low-income households while the number of school librarians was decreasing in districts in which 40% or more of the student came from low-income settings.

Disparity in Number of Librarian Positions per District

Librarian Positions in Delaware School Districts,
comparing 2005–2006 to 2015–2016 school years



Following is a summary of the study's recommendations:

STAFFING

1. Require a school library, a certified librarian, and an appropriate level of support staff in every school.
2. Seek funding for and implement a pilot project in nine schools to determine the impact that quality school libraries have on student learning outcomes.

CONTENT AND ACCESS

3. Expand student access to "e-content."
4. Expand the Delaware Library Consortium to include all school libraries.

GOVERNANCE AND INFRASTRUCTURE

5. Establish specific governance responsibilities for the coordination and oversight of school libraries.
6. Examine and address systemic issues that inhibit the development of high-quality school library programs.
7. Leverage Every Student Succeeds Act (ESSA) funding to strengthen school libraries. 8.
8. Implement flexible scheduling for school libraries.

ASSESSMENT AND ACCOUNTABILITY

9. Design and implement an ongoing program of data collection, management, and assessment for school libraries.
10. Create a Delaware School-Library Quality Index to facilitate the tracking of student performance and investment in school library services.

GOAL 2 CONCLUSION

The evaluators find three compelling reasons to conclude that the Delaware Division of Libraries has ACHIEVED Goal 2. They are:

1. The Delaware Division of Library offers an array of highly relevant staff development opportunities to all levels of library staff in the State. Opportunities are provided to participate in face-to-face events (e.g., Library Town Meetings and topical workshops), and virtually through both synchronous and asynchronous sessions.
2. The Master Plan for Delaware School Libraries underscores the impact of school libraries on student learning and achievement and specifically builds the case for the critical importance of library professionals in every school. The Master Plan provides recommendations that would result in the transformation of school libraries.
3. Although the Delaware Libraries Inspiration Space is technically a Goal 1 project, it serves to fulfill the spirit of Goal 2.

The evaluators conclude that Delaware has ACHIEVED Goal 2.

A-2. To what extent did the Delaware Division of Libraries' Five-Year Plan activities under Goal 2 achieve results that address national priorities associated with the Measuring Success focal areas and their corresponding intents?

Appendix F (Measuring Success Table) displays how activities included in the Plan map to the Measuring Success Focal areas. You will see that both of the projects undertaken in support of Goal 2 address the INSTITUTIONAL CAPACITY focal area. Not surprisingly, the Professional Development for Delaware Library Staff specifically impacts the "improve the library workforce" intent. Because the Statewide Master Plan for Delaware School Libraries is comprehensive in that it covers staffing, library resources, technology, and a host of other topical areas, it is appropriately recorded in the SPR as addressing the "improve library operations" intent in the INSTITUTIONAL CAPACITY focal area. However, it should be noted that the prominence of the importance of professional staff in school libraries means that, if the plan was adopted, there would be a tremendous impact on the school library workforce.

A-3. Did any of the groups identified by IMLS as target audiences represent a substantial focus for the Delaware Division of Libraries' Goal 2 Five-Year Plan activities? (Yes/No) NO

Although the Professional Development for Delaware Library Staff targets the library workforce (one of the target groups identified by IMLS), expenditures fall short of the 10% threshold established as defining a "substantial focus." The Professional Development project comes relatively close to the benchmark level (7.29% of total LSTA expenditures for the three-year period). If the cost of the staff development components of some other projects such as the Summer Reading Program was added

along with the costs associated with training in other programs, one might get very close to the 10% mark.

GOAL 2 CONCLUSION

The evaluators find three compelling reasons to conclude that the Delaware Division of Libraries has **ACHIEVED** Goal 2. They are:

1. The Delaware Division of Libraries offers an array of highly relevant staff development opportunities to all levels of library staff in the State. Opportunities are provided to participate in face-to-face events (e.g., Library Town Meetings and topical workshops), and virtually through both synchronous and asynchronous sessions. The continuing education curriculum is currently under revision and, in fact, is constantly updated to ensure relevance and inclusion of modern trends in public service. Furthermore, DDL does an outstanding job of incorporating best management practices from beyond the library world into its staff development efforts.
2. The Master Plan for Delaware School Libraries underscores the impact of school libraries on student learning and achievement and specifically builds the case for the critical importance of library professionals in every school. The Master Plan provides recommendations that would result in the transformation of school libraries.
3. Although the Delaware Libraries Inspiration Space is technically a Goal 1 project, it serves to fulfill the spirit of Goal 2.

The evaluators conclude that Delaware has **ACHIEVED** Goal 2.

B. Process Questions

B-1. How has the Delaware Division of Libraries used data from the old and new State Program Report (SPR) and elsewhere to guide activities included in the Five-Year Plan?

The Delaware Division of Libraries has used SPR data to adjust and refine their approach to projects undertaken in support of the two goals that are included in the five-year plan. The collection of “Dewey Delaware” trend data, (DDL now has 3 years of patron activity by Dewey statewide) and the development and tracking of “Community Indicators” have become useful tools for local library programming and service planning as well as a valuable tool for professional development. When possible, input and output data (from LSTA-funded efforts as well as from State and locally-funded efforts) are being linked to the community indicators, which are becoming increasingly useful to DDL and local libraries in pursuing non-LSTA funding.

B-2. Specify any changes the Delaware Division of Libraries made to the Five-Year Plan, and why this occurred.

No formal changes or amendments were made to the five-year LSTA plan after it was submitted to IMLS in 2012.

B-3. How and with whom has the Delaware Division of Libraries shared data from the old and new SPR and from other evaluation resources?

SPR data has been used internally for planning and evaluation purposes and has been shared directly with Council on Libraries, the Secretary of State's Office and the broader library community through periodic Library Town Meetings. "Dewey Delaware" trend data is included in the new Delaware Open Data portal. Juvenile data has been shared with Kids Count and was published in April 2017. The Dewey Delaware trend data was shared with the Longwood Foundation, and was presented at ARL Library Assessment Conference. Access to SPR data was also provided to Himmel & Wilson, Library Consultants for the purpose of conducting the LSTA evaluation.

C. Methodology Questions

C-1. Identify how Delaware Division of Libraries implemented an independent Five-Year Evaluation using the criteria described in the section of this guidance document called Selection of Evaluators.

To ensure rigorous and objective evaluation of the Delaware Division of Libraries' implementation of the LSTA Grants to States program, DDL contacted Himmel & Wilson, Library Consultants based on the firm's previous work with the SLAA. DDL asked the firm to contact Martha Kyrillidou, an expert on library evaluation and a member of the IMLS Library Statistics Working Group, and to consider submitting a proposal that would combine Himmel & Wilson's extensive knowledge of the Delaware library landscape and Dr. Kyrillidou's analytical expertise. Based on a review of the proposal submitted, Himmel & Wilson was awarded a contract in May 2016 to conduct the independent LSTA evaluation in a manner consistent with IMLS guidelines.

C-2. Describe the types of statistical and qualitative methods (including administrative records) used in conducting the Five-Year Evaluation. Assess their validity and reliability.

Himmel & Wilson, Library Consultants employed a mixed-methods evaluation approach that included a review of SPR data and other relevant documents and statistics, personal interviews, a group session with the Delaware Council on Libraries (COL) that was open to and involved participation of the larger Delaware library community, and a web-based survey to collect information from stakeholders.

Himmel & Wilson has applied the concept of triangulation to ensure the validity and reliability of its assessment. Wikipedia provides a good description of the triangulation principle:

“Triangulation is a powerful technique that facilitates validation of data through cross verification from two or more sources. In particular, it refers to the application and combination of several research methods in the study of the same phenomenon. By combining multiple observers, theories, methods, and empirical materials, researchers can hope to overcome the weakness or intrinsic biases and the problems that come from single method, single-observer and single-theory studies.”

To further validate findings of the assessment process, both Bill Wilson and Martha Kyrillidou participated together in group sessions and the onsite agency interviews allowing for the concept of triangulation to be implemented yet again as evaluators debriefed and compared interpretation and understandings.

C-3. Describe the stakeholders involved in the various stages of the Five-Year Evaluation and how the evaluators engaged them.

The Delaware Division of Libraries staff were engaged through personal interviews during a site visit to the agency on August 2, 2016, via telephone calls, and through frequent e-mail exchanges. Stakeholders were engaged through a web-based survey, personal interviews, and a meeting with the Council on Libraries in which the broader library community was invited to participate.

C-4. Discuss how the Delaware Division of Libraries will share the key findings and recommendations with others.

The Delaware Division of Libraries will share the findings with the Council on Libraries, with the Secretary of State's Office, and with other agencies within state government. Key findings will also be shared with the library community through Library Town Meetings (LTM) and by alerting the libraries in Delaware of the availability of the evaluation report. The report will be publicly available on the state library agency's website as well as on the IMLS website.

Appendix A - Acronyms

Appendix A – Delaware Acronyms

AaLDE - Ask a Librarian Delaware

ALA - American Library Association
The professional organization for libraries & librarians.

B&T - Baker & Taylor

BTOP - Broadband Technology Opportunities Program
\$2.8 million funded by Department of Commerce and Gates Foundation for the Job Center@Delaware Libraries program

CFB - Center for the Book
The Delaware CFB at DDL is associated with the CFB at LC

COL - Council On Libraries
Governor's advisory council to the Delaware Division of Libraries

COSL - Council On School Libraries (now **SLC**)
Governor's advisory council supported by DDL and DOE which works on the development of Delaware school libraries. Formerly Task Force on School Libraries

COSLA - Chief Officers of State Library Agencies
Membership organization of the state librarians

COSLINE - Chief Officers of State Libraries in the North East
Delaware is one of 13 states that are members of COSLINE, including Maine, VT, NH, CT, RI, Mass, NY, PA, MD, NJ, VA, WV

CRE - Community Resources Exchange (now **DLP** – Delaware Library Partners)
Partnership first created in June 2008, now more than 100 non-profits and state agencies work with libraries to support people in need

CRLD - College & Research Library Division
Division of DLA for academic libraries

DANA - Delaware Alliance for Nonprofit Advancement

DASEF - Delaware Aerospace Education Foundation

DASL – Delaware Association of School Librarians)
Division of DLA for school libraries. Formerly DSLA

DCF - Delaware Community Foundation

DDL - Delaware Division of Libraries
The state agency responsible for library development

DHC - Delaware Heritage Collection

DHEO - Delaware Higher Education Office

DLA - Delaware Library Association
The professional organization for Delaware libraries & librarians. Friends & library advocates are welcome to join.

DLAS - Delaware Library Access Services
...for people with disabilities. DDL program to assist persons with disabilities with public library services, formerly Library for the Blind (LBPH)

DLP – Delaware Library Partners (formerly **CRE** - Community Resources Exchange)
Partnership first created in June 2008, now more than 100 non-profits and state agencies work with libraries to support people in need

DOL - Delaware Department of Labor

DOS - Department of State
DDL is a division of the Delaware DOS

DSLA - Delaware School Library Association (now **DASL** – Delaware Association of School Librarians)
Division of DLA for school libraries. Formerly DSLMA (Media removed)

DTCC - Delaware Technical & Community Colleges

FODL - Friends of Delaware Libraries
A special interest group of DLA

FSCS - Federal-State Cooperative System
National program of NCES to collect, compile, and disseminate public library statistics

ICAL - Interagency Council on Adult Literacy

ILEAD - Innovative Librarians Explore, Apply, & Discover

ILL - Interlibrary Loan
Resource sharing among libraries to provide materials for patrons beyond the walls of their library

ILS - integrated library system

IMLS - Institute of Museum & Library Services
The federal agency responsible for distributing library funding to the states

IS - Inspiration Space @ Delaware Libraries
A DDL project

JFC - Joint Finance Committee
State legislative committee which finalizes the state budget

KLAS - Keystone Library Automated System
Used by DLAS

LC - Library of Congress
DDL works with LC for the CFB and DLAS programs

LE - LearningExpress

Leg Day - Legislative Action Day
DLA & ALA hold Leg Days each year, arranging for library advocates to meet with local and national legislators.

LG - LibGuide

LSTA - Library Services & Technology Act
Federal law which allocates library funding to the states through IMLS

LTAA - Library Technology Assistance Act
Formerly DELNET, state funding that supports public library collaborative technology infrastructure.

LTM - Library Town Meeting
Held in June & Dec. to update library community on DDL projects and to share best practices

NCC - New Castle County

NCES - National Center for Education Statistics
Primary federal entity for collecting statistics related to education. Umbrella for FSCS.

NLS - National Library Service for the Blind and Physically Handicapped
DLAS is part of the national network of NLS, a division of the Library of Congress

NNLM - National Network of Libraries of Medicine

NLW - National Library Week
Sponsored by ALA each April to promote libraries

OBE - Outcome Based Evaluation
A measurement approach encouraged by IMLS

OCLC - Online Computer Library Center, Inc.
Non-profit, membership library service & research organization dedicated to broader info access, reduced library costs. Established in Ohio in 1967 by small group of libraries, they work to find solutions to libraries most challenging issues.

PDAT - Professional Development Achievement Tracker

PLA - Public Library Association
Division within ALA for public libraries

PLD - Public Library Division
Division within DLA for public libraries

RFID - Radio Frequency ID
Alternative to barcodes, reduces staff time for inventory and supports self-checkouts

SCDOL - Sussex County Department of Libraries

SLC – School Libraries Council (formerly COSL - Council On School Libraries)
Governor’s advisory council supported by DDL and DOE which works on the development of Delaware school libraries.)

SLRP - Summer Library Reading Program
Sponsored each year by DDL & YSD, all Delaware public libraries participate

SPDT - Statewide Professional Development Team

STEM/STEAM/STREAM - Science, Technology, Reading, Engineering, Art, & Math –

TNA - Training Needs Assessment

UD - University of Delaware

VISTA - Volunteers in Service to America

WIOA - Workforce Innovation Opportunity Act

YSD - Youth Services Division
Division of DLA for public library youth services staff. (Formerly CSD Children’s Services Division.)

Appendix B - Interviews

Appendix B – Personal Interviews

Delaware Division of Libraries (DDL) Staff

Annie Norman, Director, DDL

Patty Langley, Administrative Librarian, DDL

Katie McDonough, Administrative Librarian, DDL

Cathay Keough, Statewide Coordinator, Reference Services/ CE

Sarena Fletcher, Administrative Librarian

Others

Alta Porterfield, Delaware Libraries Inspiration Space Coordinator

Tes del Tufo, Organizational Consultant

Kathy Graybeal, Sussex County Librarian

Margie Cyr, Dover Public Library Director

Hilary Welliver, Kent County Librarian

John Monahan, Council on Libraries

Kay Bowes, Friends of Delaware Libraries

Larry Manuel, Wilmington Public Library Director

Diana Brown, New Castle County Librarian

Appendix C – Bibliography of Documents Reviewed

Appendix C – Bibliography of Documents Reviewed

Delaware Division of Libraries

2013 – 2017 Library Services and Technology Act (LSTA) Plan

Himmel & Wilson

An Independent Evaluation of Delaware's Implementation of the Library Services and Technology Act Grants to States Program 2008 - 2012

Institute of Museum and Library Services

Guidelines for IMLS Grants to States Five-Year Evaluation

OMB Control Number: 3137-0090,

Institute of Museum and Library Services

LSTA Grants to States State Program Reports

Delaware FFY 2012 (for context and longitudinal purposes)

Delaware FFY 2013

Delaware FFY 2014

Delaware FFY 2015

Institute of Museum and Library Services

Purposes and Priorities of LSTA

Delaware Division of Libraries Website

<http://libraries.delaware.gov/index.shtml>

Delaware Library Catalog

<http://dlc.lib.de.us/client/default>

Delaware Library Access Services

<http://libraries.delaware.gov/dlas.shtml>

Delaware Libraries Inspiration Space

<http://lib.de.us/is/>

In addition, the evaluators reviewed many internal documents including:

- DDL Statistics
- DLAS Survey
- Impact Survey

Appendix D – Group Session Agenda

Appendix D - Delaware Division of Libraries Group Session (March 2017)

LSTA Evaluation (2013 – 2017) and Planning Needs Analysis (2018-2022)

Introductions – Warm Up

LSTA Evaluation

Most Impactful Program(s) and Why

The LSTA planning environment.

The STEEP approach (Societal, Technological, Economic, Environmental, Political)

NEEDS discussion -- Measuring Success focal areas and the target audiences

Where have LSTA Funds been Focused (2013 – 2017)

LSTA Planning

The Change Agenda (GAP Analysis)

Where are you NOW? Where do you want to go in the FUTURE?

Mission of DDL as it relates to LSTA and to the “roles” of state library agencies

LSTA and IMLS requirements

Priorities discussion: What’s most important to accomplish with LSTA funding.

Appendix E – Web Survey Instrument

Delaware LSTA Survey

WELCOME

BACKGROUND

LOOKING BACK

1) Think back over the past three years (2014, 2015, and 2016). Which, if any, of the LSTA-supported programs mentioned on the last page have had the greatest impact on your library and on the people your library serves? How is library service in your community better because of the investment of LSTA funds?

LOOKING FORWARD

2) Look ahead to the next five years (2018 - 2022). Are there changes in the way that LSTA dollars are invested that you think would significantly improve library services in Delaware? If so, what are they and why do you think that the change(s) would make a difference. *(Note that LSTA funding cannot be used for building facilities or for lobbying purposes.)*

OTHER COMMENTS

3) Please feel free to offer any additional comments about Delaware's LSTA program. What do you like or dislike about the program? What could be improved? *(Note that your responses are confidential and comments will not be identified with an individual or with a specific library.)*

OPTIONAL DEMOGRAPHIC QUESTIONS

4) The library that I represent is:

A public library

A school library

An academic library

A special library

Other (Please specify below.)

If you responded "Other" to the question above, please specify the type of library you represent in the text box provided below.

5) My role in the library that I represent is:

Director

Manager or Department Head

Youth Services Librarian

Adult Services Librarian

Technical Services Librarian

Technology Specialist

Library Trustee

Other (Please specify below.)

If you responded "Other" to the question above, please specify your role in the library you represent in the text box provided below.

Thank You!

Appendix F – Measuring Success Table

Appendix F **Delaware FFY 2013 - FFY 2015 Measuring Success Focal Areas**

	Summer Library Reading Program	Delaware Library Catalog	IT (Information Technology)	Delaware Heritage Collection	Lifelong Learning (Dewey Delaware)	Delaware Center for the Book - National Book Festival	Summer Library Access Services	Delaware Library Reading Program - STEM	Professional Development for Delaware Library Staff	Inspiration Space @ Delaware Libraries	Statewide Master Plan for Delaware School Libraries	Festival of Words	Delaware Library Reference Services - Ask a Librarian Delaware
Key: Y=Yes - Primary Y=Yes - Secondary													
Lifelong Learning													
Improve users' formal education													
Improve users' general knowledge and skills	Y			Y	Y	Y		Y		Y			
Information Access													
Improve users' ability to discover information resources		Y	Y										
Improve users' ability to obtain and/or use information resources					Y	Y						Y	
Institutional Capacity													
Improve the library workforce							Y						
Improve the library's physical and technological infrastructure		Y											
Improve library operations		Y						Y					
Economic & Employment Development													
Improve users' ability to use resources and apply information for employment support				Y				Y					
Improve users' ability to use and apply business resources				Y				Y					
Human Resources													
Improve users' ability to apply information that furthers their personal, family or household finances				Y				Y					
Improve users' ability to apply information that furthers their personal or family health & wellness				Y									
Improve users' ability to apply information that furthers their parenting and family skills	Y			Y									
Civic Engagement													
Improve users' ability to participate in their community				Y			Y						
Improve users' ability to participate in community conversations around topics of concern				Y			Y						

Appendix G – Targeted Audience Table

**Appendix G
Delaware LSTA Targeted Audiences**

PROGRAM/INITIATIVE	STATE GOAL											
		Library Workforce (current and future)	Individuals Living Below the Poverty Line	Individuals who are unemployed/ underemployed	Ethnic or Minority Populations	Immigrants/Refugees	Individuals with Disabilities	Families	Children (aged 0-5)	School-aged Youth (aged 6-17)	General	
Summer Library Reading Program	GOAL 1								YES	YES	YES	
Delaware Library Catalog	GOAL 1											YES
IT (Information Technology)	GOAL 1	YES										
Delaware Heritge Collection	GOAL 1											YES
Lifelong Learning (Dewey Delaware)	GOAL 1											YES
Delaware Center for the Book - National Book Festival	GOAL 1											YES
Delaware Library Access Services	GOAL 1						YES					
Summer Library Reading Program - STEM	GOAL 1								YES	YES	YES	
Delaware Library Partners/ Community Resources Exchange	GOAL 1											YES
Professional Development for Delaware Library Staff	GOAL 2	YES										
Inspiration Space @ Delaware Libraries	GOAL 1		YES	YES				YES				YES
Statewide Master Plan for Delaware School Libraries	GOAL 2									YES	YES	
Festival of Words	GOAL 1										YES	
Delaware Library Reference Services - Ask a Librarian Delaware	GOAL 1	YES										YES

Appendix H – Expenditure Tables

Appendix H
Delaware FFY 2013 - FFY 2015 LSTA Grants to States Expenditures
ALL GOALS

Title	STATE GOAL	FFY 2013 Expenditures	Percentage of FFY 2013 Expenditures	FFY 2014 Expenditures	Percentage of FFY 2014 Expenditures	FFY 2015 Expenditures	Percentage of FFY 2015 Expenditures	FFY 2013 - FFY 2015 TOTAL EXPENDITURES	Percentage of FFY 2013 - FFY 2015 Expenditures
Summer Library Reading Program	1	\$ 91,715.00	9.10%	\$ 45,633.86	4.45%	\$ 71,156.70	6.93%	\$ 208,505.56	6.81%
Delaware Library Catalog	1	\$ 703,426.00	69.78%	\$ 411,296.43	40.09%	\$ 426,589.89	41.56%	\$ 1,541,312.32	50.36%
IT	1	\$ -	0.00%	\$ 82,732.66	8.06%	\$ 80,530.58	7.84%	\$ 163,263.24	5.33%
Delaware Heritage Collection	1	\$ -	0.00%	\$ 56,381.63	5.50%	\$ 9,986.34	0.97%	\$ 66,367.97	2.17%
Lifelong Learning (Dewey Delaware)	1	\$ -	0.00%	\$ 60,197.80	5.87%	\$ 28,483.52	2.77%	\$ 88,681.32	2.90%
Delaware Center for the Book - National Book Festival	1	\$ -	0.00%	\$ 10,256.94	1.00%	\$ 10,452.70	1.02%	\$ 20,709.64	0.68%
Delaware Library Access Services	1	\$ 131,472.00	13.04%	\$ 102,725.94	10.01%	\$ 96,138.88	9.37%	\$ 330,336.82	10.79%
Summer Library Reading Program - STEM	1	\$ -	0.00%	\$ 26,472.38	2.58%	\$ 5,500.00	0.54%	\$ 31,972.38	1.04%
Delaware Library Partners / Community Resources Exchange	1	\$ -	0.00%	\$ 10,147.02	0.99%	\$ 11,241.10	1.10%	\$ 21,388.12	0.70%
Professional Development for Delaware Library Staff	2	\$ 50,176.00	4.98%	\$ 83,692.19	8.16%	\$ 89,171.94	8.69%	\$ 223,040.13	7.29%
Inspiration Space @ Delaware Libraries	1	\$ 251.00	0.02%	\$ 87,143.22	8.49%	\$ 116,698.84	11.37%	\$ 204,093.06	6.67%
Statewide Master Plan for Delaware School Libraries	2	\$ -	0.00%	\$ 24,105.00	2.35%	\$ 24,105.00	2.35%	\$ 48,210.00	1.58%
Festival of Words	1	\$ -	0.00%	\$ 1,000.00	0.10%	\$ 500.00	0.05%	\$ 1,500.00	0.05%
Delaware Library Reference Services / Ask a Librarian Delaware	1	\$ 7,583.00	0.75%	\$ 14,848.28	1.45%	\$ 25,156.94	2.45%	\$ 47,588.22	1.55%
Administration of LSTA	X	\$ 23,403.00	2.32%	\$ 9,321.65	0.91%	\$ 30,844.57	3.00%	\$ 63,569.22	2.08%
		\$ 1,008,026.00	100.00%	\$ 1,025,955.00	100.00%	\$ 1,026,557.00	100.00%	\$ 3,060,538.00	100.00%
								\$ -	
		\$ 1,008,026.00	100.00%	\$ 1,025,955.00	100.00%	\$ 1,026,557.00	100.00%	\$ 3,060,538.00	100.00%

GOAL 1: Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

Goal 1 Projects account for 89.06% of FFY 2013 - FFY 2015 Expenditures

GOAL 2: Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

Goal 2 Projects account for 8.86% of FFY 2013 - FFY 2015 Expenditures

Appendix H
Delaware FFY 2013 - FFY 2015 LSTA Grants to States Expenditures
Goal 1

Title	STATE GOAL	FFY 2013 Expenditures	Percentage of FFY 2013 Expenditures	FFY 2014 Expenditures	Percentage of FFY 2014 Expenditures	FFY 2015 Expenditures	Percentage of FFY 2015 Expenditures	FFY 2013 - FFY 2015 TOTAL EXPENDITURES	Percentage of FFY 2013 - FFY 2015 Expenditures
Summer Library Reading Program	1	\$ 91,715.00	9.81%	\$ 45,633.86	5.02%	\$ 71,156.70	8.06%	\$ 208,505.56	7.65%
Delaware Library Catalog	1	\$ 703,426.00	75.28%	\$ 411,296.43	45.26%	\$ 426,589.89	48.34%	\$ 1,541,312.32	56.55%
IT	1	\$ -	0.00%	\$ 82,732.66	9.10%	\$ 80,530.58	9.13%	\$ 163,263.24	5.99%
Delaware Heritage Collection	1	\$ -	0.00%	\$ 56,381.63	6.20%	\$ 9,986.34	1.13%	\$ 66,367.97	2.43%
Lifelong Learning (Dewey Delaware)	1	\$ -	0.00%	\$ 60,197.80	6.62%	\$ 28,483.52	3.23%	\$ 88,681.32	3.25%
Delaware Center for the Book - National Book Festival	1	\$ -	0.00%	\$ 10,256.94	1.13%	\$ 10,452.70	1.18%	\$ 20,709.64	0.76%
Delaware Library Access Services	1	\$ 131,472.00	14.07%	\$ 102,725.94	11.30%	\$ 96,138.88	10.89%	\$ 330,336.82	12.12%
Summer Library Reading Program - STEM	1	\$ -	0.00%	\$ 26,472.38	2.91%	\$ 5,500.00	0.62%	\$ 31,972.38	1.17%
Delaware Library Partners / Community Resources Exchange	1	\$ -	0.00%	\$ 10,147.02	1.12%	\$ 11,241.10	1.27%	\$ 21,388.12	0.78%
Inspiration Space @ Delaware Libraries	1	\$ 251.00	0.03%	\$ 87,143.22	9.59%	\$ 116,698.84	13.22%	\$ 204,093.06	7.49%
Festival of Words	1	\$ -	0.00%	\$ 1,000.00	0.11%	\$ 500.00	0.06%	\$ 1,500.00	0.06%
Delaware Library Reference Services / Ask a Librarian Delaware	1	\$ 7,583.00	0.81%	\$ 14,848.28	1.63%	\$ 25,156.94	2.85%	\$ 47,588.22	1.75%
		\$ 934,447.00	100.00%	\$ 908,836.16	100.00%	\$ 882,435.49	100.00%	\$ 2,725,718.65	100.00%
								\$ -	
		\$ 1,008,026.00	107.87%	\$ 1,025,955.00	112.89%	\$ 1,026,557.00	116.33%	\$ 3,060,538.00	112.28%

GOAL 1: Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

Goal 1 Projects account for 89.06% of FFY 2013 - FFY 2015 Expenditures

GOAL 2: Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

Appendix H
Delaware FFY 2013 - FFY 2015 LSTA Grants to States Expenditures
Goal 2

Title	STATE GOAL	FFY 2013 Expenditures	Percentage of FFY 2013 Expenditures	FFY 2014 Expenditures	Percentage of FFY 2014 Expenditures	FFY 2015 Expenditures	Percentage of FFY 2015 Expenditures	FFY 2013 - FFY 2015 TOTAL EXPENDITURES	Percentage of FFY 2013 - FFY 2015 Expenditures
Professional Development for Delaware Library Staff	2	\$ 50,176.00	100.00%	\$ 83,692.19	77.64%	\$ 89,171.94	78.72%	\$ 223,040.13	82.23%
Statewide Master Plan for Delaware School Libraries	2	\$ -	0.00%	\$ 24,105.00	22.36%	\$ 24,105.00	21.28%	\$ 48,210.00	17.77%
		\$ 50,176.00	100.00%	\$ 107,797.19	100.00%	\$ 113,276.94	100.00%	\$ 271,250.13	100.00%
								\$ -	
		\$ 1,008,026.00	2008.98%	1025955	951.75%	1026557	906.24%	\$ 3,060,538.00	1128.31%

GOAL 1: Delawareans of all ages, including individuals with disabilities that prevent them from using traditional print resources, will have access to library resources and services that enable them to pursue their individual interests, to become engaged in community life, to achieve their personal educational goals and to succeed in the world of work.

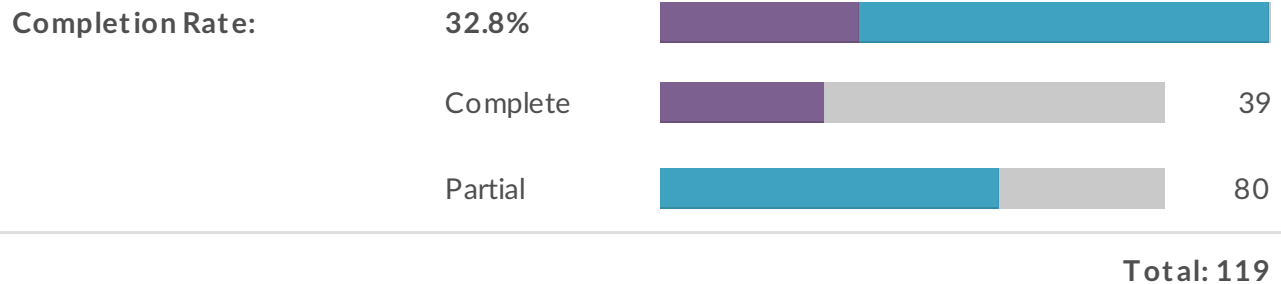
GOAL 2: Delaware libraries will be empowered to become centers of learning communities through efforts that increase their capacity to serve the public, efforts to increase efficiency and efforts to equip library workers with the knowledge and skills they need to become effective facilitators of lifelong/lifewide learning.

Goal 2 Projects account for 8.86% of FFY 2013 - FFY 2015 Expenditures

Appendix I – Web Survey Report

Delaware LSTA Survey

Response Counts



1. Think back over the past three years (2014, 2015, and 2016). Which, if any, of the LSTA-supported programs mentioned on the last page have had the greatest impact on your library and on the people your library serves? How is library service in your community better because of the investment of LSTA funds?

Count Response

- | Count | Response |
|-------|---|
| 1 | All these have a continuous impact on me in my work life. Staff development/continuing education and training for library staff and "Inspiration Spaces" have the biggest impact on me personally and staff at this location as well as patrons here. I really really appreciate that I have access to courses relevant to work that are too cost prohibitive otherwise. Patrons now have access to "Inspiration Space" programs here - Having access to these makes a big difference in patrons lives, library employees are frequently asked for computer and employment classes at their location, and now I can say, 'yes, we have these here!' |

Count Response

1	Because we are located in a beach resort community, the Summer Reading programs have a great impact on our users and greatly help to promote the library and its services. We extended the SRP to include adults several years ago, as they started to wonder out loud what their "prizes for reading" were. Last summer, we more than doubled the number of adults in the SRP, making them just as happy as their children by the end of August.
1	Continued education has impacted my life dramatically. I was able to complete a B.S. and Master's in Library and Information Science through scholarship money. Inspiration spaces and maker spaces are the current state of libraries across the country. These spaces can help transform lives if supported with appropriate items in the catalog similar to aadl.org catalog of unusual stuff.
1	Delaware Catalog and Summer Reading have had greatest impact. LSTA makes possible tremendous resource sharing
1	Delaware Library Catalog facilitates and extends the collection of our library. Our faculty and students are grateful for this access to resources throughout the state.
1	Delaware Library Catalog: Universal catalog/card provides best access to greatest selection of materials. Consortium has more bargaining power than individual libraries: Love the eBooks, streaming video, and Flipster, plus the variety of licensed databases. Schools make heavy use of online databases. Great WiFi (fast, reliable, popular, heavily used). Online Events Calendar (eVanced) facilitates ease of registration, as well as encouraging "comparison shopping," for programs that best fit patron interests. Patrons love ease of use: Pick up materials close to work and return them close to home... Summer Reading programs: Help children maintain literacy skills. Engage patrons of all ages. Encourage lifelong learning. Establish library as a "fun" destination AND as the go-to place for information/guidance. Programming showcase for libraries. Encourages library card registration and engagement. Staff development/continuing education and training for library staff across the
1	Delaware Library Services
1	Goldey-Beacom College has not received any funding from LSTA.
1	Greatest impact: the catalog and summer reading. Have never been exactly sure what "Inspiration Spaces" do. Note: I am a PT employee.

Count Response

1	Having helped so many job seeker patrons in Sussex County, I have seen first hand how their lives were changed by the assistance provided by either myself or my volunteers...helping people who are homeless, or just out of jail or lost their job after 30 years. Technology in employment has changed things so much that many people would literally not have the skills to apply for jobs that they are completely able to perform. We are the only game in town where people do not have to meet eligibility requirements to get assistance with resumes, online applications, etc. For those who need extra assistance, we are able to slowly teach them how to use computers (by doing) and many are now independent.
1	I think all of the support provided by LSTA has been beneficial. The catalog is essential to our patrons. Without it they wouldn't be able to access our collections, place holds, or simply browse. The catalog also benefits librarians by providing an outside access point, thus reducing staff time spent ordering, renewing, and placing holds on items. The funds spent in connection with Summer Reading are invaluable across all age groups. The manuals and performers make it possible for librarians to serve the public during the summer months. By serving the public, we decrease summer slide, promote a wide range of activities, and create a safe place for children and teens to be when being in school is not an option. I can't say enough about the professional development opportunities provided by the state. Because librarians are expected to be fluent in many different subject categories, there is no way that we would be able to maintain and grow our knowledge of those subjects witho
1	I think that the Inspiration Spaces and associated programs have had a great benefit to our community. It has provided job search and new entrepreneur assistance. It truly is changing lives one person at a time. Our Delaware Library catalog is integral to our functioning as a dynamic Library system, we can provide greater products to a larger number of patrons for less. Staff training is also very important to Libraries remaining relevant and in step with our changing society needs.
1	I think that the inspiration spaces funding, especially, the job development has had the greatest impact on our community. Seaford is the largest community in Sussex County and the poorest school district in the State. Helping those patrons that need the most help has been a great benefit.

Count Response

1	I think the Delaware Catalog has been a very effective tool for public library patrons in Delaware. It is a "union catalog" which gives us access to all of the print and non print collections of public and some of our academic libraries. The Delaware Public Library Card has enabled public library patrons to have 1 card that they can use in any of the public libraries in the state. The concept of the "single Delaware Public Library Card" is economical and common sense . A patron isn't carrying a handful of public library cards and having to remember which public library card is accepted at a particular public library in Delaware. The recent renovations of the Delaware Public Libraries have enabled patrons who are physically differently abled to have access to a variety of print and non print materials. The Claymont and Dover Public Libraries are some examples of this kind of inclusive library design.
1	I work in a school library. Summer reading programs support our students, and our teachers encourage Summer Reading Club participation by our students each year. Our district has also invited public library staff to present information about "inspiration spaces" at an inservice PD. We are trying to reimagine our school libraries in the coming years as our students have district-owned Chromebooks. It is helpful to see what resources are available to the general public and to learn about successes and opportunities to rethink! I use the Delaware Library Catalog both personally and professionally to locate books and materials. I appreciate the opportunity to search once and find what I'm looking for.
1	Inspiration Space (IS) is broad based and therefore reaches a tremendous amount of the population. The STEM portion is cradle to grave or rather we have seen two years old up working on projects including very simple coding with a two year old. STEM gives people the opportunity to see that learning can be fun and they too can take part in new technologies. The motto of IS is we help people take their next step. Help with adult education, social service resources and support, help with people looking for jobs and careers, help with expungements and pardons, seriously the list goes on and on. The community feels that the library is there for them in every step that they are taking.
1	Inspiration spaces have a great impact on our community. People have received help with filling out applications and have in turn come into the library believing that we are a safe place to come.
1	Library Catalog Summer Reading
1	Library Catalogue

Count Response

1	My library is situated in an area with a high rate of poverty. Being able to offer free programs that are educational and entertaining is of great benefit to our community. Just one example of this would be our annual Summer Reading Programs. Inspiration Space programs that provide job seeking assistance are also essential. From a personal standpoint, I appreciate DDL's ability to invest in professional development, which helps staff grow and learn.
1	None.
1	Staff development opportunities have a great impact on staff being able to serve the public to the best of their abilities. Also summer reading programs are very popular and useful.
1	Summer Reading
1	Summer Reading and Staff Development; Many people in our area would not have use of resources, such as computers, reference materials, reading materials, special programs, knowledge of what is available throughout the state system (via the catalog system) and how to obtain those items, were it not for the Library being financially viable and in the area. The programs during the Summer bring a valuable resource to children who may not have or cannot afford other summer activities. Staff development helps members of the workforce learn new ways to help better serve the communities they are located in.
1	Summer Reading, Inspiration Center and the Online Catalog. All have made much needed services available for people who need them. Children are being encouraged to read more, In the inspiration center people are able to apply for jobs, find funding and assistance for small business. The catalog makes it easier for individuals to look for on their own for items.
1	Summer reading program and Staff training have had a significant impact on my library. Almost all my full time staff have participated in the training.
1	Supporting the Delaware Library Catalog supports anyone who uses the library. Summer reading programs encourage children to read and makes lifelong readers out of them.

Count Response

1	The DE Library catalog is a huge benefit to the students at Wilm U. It greatly expands the resources they can call upon and having the union catalog for the entire state makes it a great 'first stop' when seeking a print book. It's great to not have to work with lots of small different library systems and it's fantastic that patrons can check out books from one library while on vacation and return them to the home library 100 miles away. Also, the professional development provided to member librarians is fantastic in the current economy when there is rarely enough money.
1	The Delaware Library Catalog has enhanced access of materials and assisted patrons in obtaining resources needed in a timely fashion. Inspiration spaces have contributed significantly to a significant portion of the library community, engaging non traditional users from different age groups, who see the library as providing a forum for their interests and pursuits.
1	The Delaware Library Catalog provides
1	The Delaware Library catalog has had the most impact. Having access to the materials of public libraries and academic libraries allows our customers to watch movies and documentaries and read information that would not have been available to them in our community. Hand in hand with the catalog is delivery. Next day delivery is fantastic, when availability and proximity allow. Amazon charges for enhanced delivery; we provide the service for free!
1	The Unified Catalog has been a boon to library users all over the state. Materials are available for anyone in any locale. The literacy projects funded by LSTA have been measurable successes for children and adults in all libraries in Delaware. The databases provided from these funds help continue improvements in research, education, and lifelong learning.
1	The University of Delaware Library receives \$22,000 annually in LSTA funds from the Delaware Division of Libraries. This funding allows the University of Delaware to share its collections for free with Delaware libraries through Interlibrary Loan. In 2016, UD's ILL Office processed over 2,000 requests from libraries across the state; since we typically charge \$15.00 for a filled ILL transaction, the LSTA funding potentially saved Delaware libraries over \$30,000 in fees. This funding plays a crucial role in providing research materials to Delaware residents and in filling gaps when titles are not available through their own library.
1	The summer reading club is very important for preventing summer slide in our patrons. The performers and programs and materials provided by the state are invaluable.

Count Response

1	The support for the Delaware Library Catalog supports our core service and the Summer Reading support has been important in providing special programming during the summer.
1	Travel and training has been very important to development of library programs and initiatives. Staff have brought back new ideas for programs and best practices that we have utilized.
1	Upkeep of the Delaware Library Catalog, Summer Reading programs.
1	people use the catalogu all the time and it helps us behind the desk to better serve patrons to find and check out books on the shelves. summer reading is a big hit with our kids - gets them ready to go to school too if they are younger

2. Look ahead to the next five years (2018 - 2022). Are there changes in the way that LSTA dollars are invested that you think would significantly improve library services in Delaware? If so, what are they and why do you think that the change(s) would make a difference. (Note that LSTA funding cannot be used for building facilities or for lobbying purposes.)

Count Response

1	40% is a lot to put toward one type of service/resource. People of all ages need to be given the opportunity to experience existing and emerging technology - for fun, for education, job search, starting a business, helping a child learn to read, etc.
1	Adding support staff for technology programming would be beneficial for all libraries.
1	Additional e-books for patrons

Count Response

1	Although the funds cannot be used for lobbying, can they be used for state-wide advertising of all the libraries and their services, and the impact they can have on--especially--early literacy efforts? Or can it be used to replace other funds in a state operating budget and free up some of those general fund monies for this effort. We have wonderful things for people--and what you hear consistently is "I didn't know libraries did/had that!" Advertising piece-meal from library to library just isn't as effective in getting this message out.
1	As stated on previous page aadl.org catalog of unusual stuff can help support maker/tech libraries. This advancement in our collection is in step with the fundamental purpose of library institutions to provide access to resource one may not be able to obtain for the purpose of enhancing and furthering the betterment of self and society.
1	Children programming, inspiration center and funding for adult programs
1	DDL should prepare for the transition to the next generation of library services platforms.
1	Distribute funds to academic libraries.
1	Encourage "cottage industries" to facilitate income-generating small businesses, online businesses, and at-home businesses: Expand IT capabilities: Green screens; video equipment; 3D printers; Virtual Reality gear. More training in setting up and maintaining online businesses. On-demand printers for books. Training in online/self-publishing. More Makerspace! Training and equipment. Program trading and showcases? More Small Business/Entrepreneurship training for Public Library staff.
1	Funding Early Literacy programs, workshops and other initiatives. Providing pre-loaded ipads or other tablets for all ages - from youth to seniors - which can be borrowed by patrons. Providing library materials for those with sensory disorders and other learning challenges.
1	Having the programs in the summer and the Inspiration Space and other services available are great but could be better if more patrons were aware of them. Marketing the Library services in a broad general sense.
1	Help set up training in information literacy in a digital age, ie how modern folks can become informed citizens and identify facts, opinions, and disinformation when it's on TV, on a website, etc. providing education is an important role and libraries (and library support organizations) and should make this a priority.
1	Helping people find employment is also very important in this political climate.

Count Response

1	I don't feel that I know enough about LSTA funding to provide a detailed answer. But I do worry that in coming years, funding (both at a local and national level) that libraries rely on may be seeing cuts.
1	I think spending a little more on technology to keep up with the times would be helpful. But other than that, keep doing what you're doing!
1	I think that you should split the catalog into three separate databases - NC, Kent, Sussex. So when the State is forced to split them due to financial issues back to the county we will have a smooth transition. That would be much more efficient use of funds. Spending 400k of federal funds which will be harder and harder to come by in the next five years should start the libraries thinking of reducing dependence on IMLS funds for State wide projects other than those currently allocated. I do not see IMLS funding at current levels for at least the next four years.
1	I think the biggest issue in my county (Sussex) is that we are some of the lowest paid professional librarians in the country. I'm not sure of the restrictions on LSTA dollars, but I'm concerned that staff who feel undervalued and underpaid will find a home in different library systems rather than stay on out of feeling of loyalty. I know that some of my colleagues have plans to switch to academic systems or systems in Maryland. If that does come to fruition, and there is a mass exodus of talent, I'm afraid of what that means for the libraries in my home state.
1	I would love to see schools join the Delaware Library Catalog.
1	Increase funding for inspiration spaces for additional days to open and to include help with practice interviewing skills, dress for success, as well as computer skills.
1	Invest in Technology training for all library associates so that we can continue to help the public with technology issues.
1	Investment in a statewide service that would reach all users, similar in scope to the Geek campaign.
1	It would help if the grant could be used to support/provide technology programming for the public.
1	LSTA Funding should continue to be targeted to maintain the quality of the Delaware Catalog. In addition, the present level of commitment to offer staff development opportunities may have to be expanded to meet the evolving training needs created by newer library services. It is also a priority to maintain and expand online database offerings for both the public library patrons and especially to support the growing K-12 research demands of the school library community.

Count Response





1	LSTA dollars should be shared among private higher education schools.
1	More computer classes (that people can use to better their job prospects - Excel, etc.) Technology programs so people can learn about programming and new devices available. Continued access to staff training and courses Possibly art programs in libraries? Musicians and art teachers to bring beauty to people's lives
1	More downloadable ebooks, more computer training classes
1	More investment in upcoming technology. (Tablets, e-readers for loan, 3D printers, etc.) More investment in library staff. (Full time positions, benefits, etc.)
1	Staff training is a top priority. It helps guide staff to plan for advances in technology and programming. Technology support is huge for us.
1	Staffing is a big problem in most libraries in Delaware. Perhaps more funding from the LSTA would be placed in the fadders of libraries to help them with more staff, more open hours, and more services provided.
1	The LSTA funding provided to the University of Delaware Library plays a crucial role in our ability to share materials with Delaware libraries. I hope that we will continue to receive funding for this important service.
1	We have been doing a great deal with limited funds for a very long time. The libraries have transformed from the transactional to the formational is not just a phrase in Delaware. We are not just books/dvds/ebooks and resources but also becoming increasingly a place where people can come to be heard and helped. Many of these people are in a fragile state, mentally, emotionally, and economically. We have been implementing statewide healthy futures programming in the libraries and see a great need for more programming. We just recently decided that hiring a social worker who could work with the Inspiration Spaces to help with social service needs of our patrons statewide by looking at the needs strategically and implementing training to the staff would be worth its weight in gold. Statistics are alarming in many areas. At a Plan4Delaware symposium it was said that some neighborhoods are 80% obese, food scarcity is real- (one of four states last year targeted by USDA as having the highest
1	Would love t see school libraries included for some appropriate training.
1	update the catalogu and more summer reading for youth and adults would bring in more patrons thereby better community relations

3. Please feel free to offer any additional comments about Delaware's LSTA program. What do you like or dislike about the program? What could be improved? (Note that your responses are confidential and comments will not be identified with an individual or with a specific library.)

Count	Response
1	Delaware has a lot to be proud of in terms of library services. We've come a long way in the past 30 years!
1	I am an administrator and am very happy that I receive money to be able to carry out more services with the Inspiration Spaces. I realize that your money is limited and am pleased that you factor in the good things that we accomplish in this state. In fact, we are a finalist for the NASS Idea Award! (National Association of Secretaries of State). So this is perfect to read more about the Inspiration Space. http://www.nass.org/awards/nass-ideas-award/
1	I believe that there could be an improved awareness throughout the state of the importance of this funding to our state library service. It should be noted that the state has an obligation to maintain local spending so that LSTA offerings are not cut back in future years.
1	I so very much appreciate the ways in which DDL uses the LSTA funds.
1	I'm not sure the LSTA expenditure areas have been clearly explained across the membership. This could perhaps been rolled out each year, so that the membership understands how services are paid for, who is being paid with LSTA funds, and other expenditures are transparent. We could support LSTA funding if everyone had a better understanding.
1	In most states their is a grant process where LSTA funds for grants for new and innovative projects are funded. In Delaware is appears that these projects are funded without input (grant process) from the County libraries.
1	In this uncertain time of 'alternative facts' any resources that help libraries educate students, patrons, retirees or other members of the public is useful. Helping provide access to information (through things like the library catalog) is fantastic, but we need to look at the big picture and help our patrons and public to help themselves.
1	Investing in our libraries is wonderful.

Count	Response
1	It would be great if some funds were set aside for small competitive grants that permit public libraries to pursue some initiatives that fall outside their usual sources of funding. Cap the funds at \$5000 with local fund match. Encourage change agents!
1	LSTA is crucial to Delaware libraries and is allocated, in my opinion, in the best ways possible. The services provided by LSTA are fundamental and yet absolutely necessary.
1	Na
1	New Castle County seems to benefit less than more rural Sussex. So many people are transplants from other states because taxes are much lower.
1	No comment.
1	None
1	See: my comment on question #2. I worry that libraries will be seeing funding cuts at both a local and national level in the next few years. The support that we get from sources such as the LSTA are essential for us to continue to serve our communities.
1	Thank you for funding libraries. The services provided help our community.
1	The only negative is that some of the books ordered for children before the summer program are either not age appropriate or there are not enough of a certain age to meet the demographics.
1	We appreciate these funds.
1	Whatever choices you are making, you are doing a great job-
1	just more funding for better ability to reach our communities






4. The library that I represent is:

Value		Percent	Responses
A public library		73.0%	27
A school library		8.1%	3
An academic library		10.8%	4
Other (Please specify below.)		8.1%	3
Total: 37			

5. If you responded "Other" to the question above, please specify the type of library you represent in the text box provided below.

Count	Response
1	DE Division of Libraries
1	DE Division of Libraries
1	i work in a school and academic library and volunteer at a public library

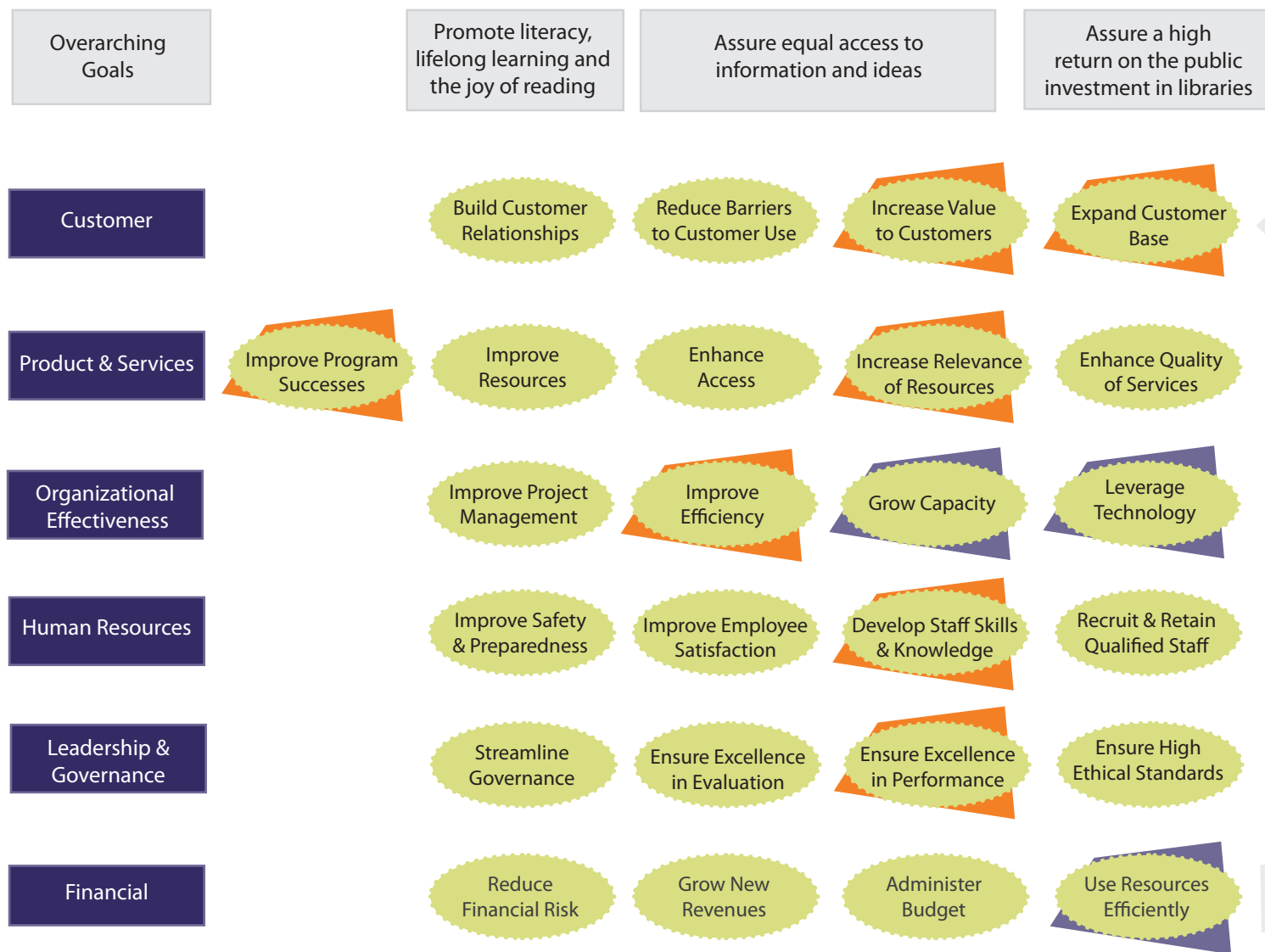
6. My role in the library that I represent is:

Value		Percent	Responses
Director		27.0%	10
Manager or Department Head		13.5%	5
Youth Services Librarian		13.5%	5
Adult Services Librarian		13.5%	5
Other (Please specify below.)		32.4%	12
			Total: 37

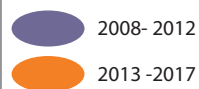
7. If you responded "Other" to the question above, please specify your role in the library you represent in the text box provided below.

Count	Response
1	Friend
1	IS Coordinator
1	Library Assistant
1	Library Circulation Assistant
1	Principal Library Assistant
1	Statewide Coordinator of the Inspiration Space
1	Teacher Librarian
1	Volunteer
1	Work at the Information/Reference desk
1	general assisting librarian
1	youth, adult and tech services depending on the job and the day

Appendix J – Strategy Map



Color Key:



**Appendix K – Delaware Library Consortium Responsibilities Chart -
DRAFT**

Delaware Library Consortium Responsibilities DRAFT***DRAFT***DRAFT***DRAFT***DRAFT***DRAFT***DRAFT***DRAFT***DRAFT***

DDL*	County Library Agencies Anchor Libraries	Member Libraries - Public	Member Libraries – Academic, School, Special
Administer and provide support for all DLC technologies <ul style="list-style-type: none"> • Network (public libraries only) • Catalog and app • Delivery • Digital Library/Portal/Websites • Calendar • Ask a Librarian DE • Delaware Heritage Collection (optional) • Other 	Support funding for DDL/DLC technologies and services Facilitate member library participation in all DLC services	Participate in all DLC services Support funding for DDL/DLC technologies and services	Participate in Catalog services May participate in other DLC services (license dependent) Support funding for DDL/DLC technologies and services
Investigate and implement new emerging technologies as they evolve	Test new technologies and services; develop policies and procedures	Test new technologies and services with the public; provide feedback	Provide feedback
Establish a data management solution to measure effectiveness and outcomes of library services	Support and apply the data management solution in library advocacy, showcasing library value	Participate in all DLC technologies and services to ensure consistency of data collection and reporting, and to facilitate evaluation and development of new services. Overdue notices and billing (not required)	Overdue notices and billing (not required)
Coordinate Professional Development and Training	Support DE Libraries Service Standards Facilitate countywide trainings Orient new staff	Enact DE Libraries Service Standards Ensure all staff and volunteers participate in training. Minimum Target is 12 hours per month per FTE	Ensure all staff and volunteers participate in DLC training.
Coordinate promotion and publicity activities	Facilitate collaborative public education	Provide public education on DLC services	Promote DLC membership and pertinent DLC services to administration and users
Support DLC committee work and communications	Coordinate development and establishment of common DLC policies, workflow, and procedures	Adhere to DLC policies and procedures Share expertise Participate in DLC meetings and committee work	Participate in DLC meetings and committee work






*DDL shall not be liable for any claims, losses, damages, failures, delays, or inconveniences related to Consortium services.

8/24/2015

Appendix L – Dewey Delaware Graphic

Library Assessment/Business/Logic Model

Draft Revised 6/1/2015 9:00am

	Inputs			Outputs <i>Patron Use Measures</i>			Library Outcomes and Community Indicators http://www.communityindicators.net/home						Dewey
Data Type	Collection	Services	HR	Collection	Services		Library Outcomes						
	Collection	Programs	Professional Development	Circulation	Program Attendance	Reference		FIND YOURSELF	CONNECT w/COMMUNITY	LEARN	INSPIRE INNOVATION	TRANSFORM YOURSELF	
Data Sources	450 <i>Print Books</i> 451 <i>eBooks</i> 452-455 <i>A/V</i> 458 <i>Lic. Databases</i>	600 <i>Total Prog</i> 601 <i>Children's</i> 602 <i>Young Adult</i>	<i>Prof. Development</i> (Attended)	550 <i>Total Circ</i> 551 <i>Child Circ</i> 552 <i>Child eCirc</i> ??? <i>dBase Usage</i>	603 <i>Total Attend</i> 604 <i>Child Attend</i> 605 <i>YA Attend</i>	502 <i>Reference</i>	Patron Reports Satisfaction Surveys						
DEWEY	000	21,281	1,242	201	32,401	1,153	108,731	↑ Staff Tech Knowledge	↑ Access to internet				000
	100	35,279	231	-	56,475	363	5,963		↑ Mental Health Info				100
	200	36,763	50	-	53,667	38	4,548						200
	300	148,557	2,043	49	163,198	1,335	15,761	↑ Partner # and Variety	↓ Uninsured Rate	↑ Voter Participation		↑ College Graduates	300
	400	15,939	771	-	29,437	1,310	6,323	↑ SLRP Participant Rate	↑ Adult Literacy Rate	↑ K12 Reading Scores			400
	500	77,911	243	-	140,101	1,126	7,805	↑ STEM programs		↑ K12 Math Scores	↑ STEM innovation		500
	600	151,409	2,944	449	280,207	8,267	18,079	Help patrons find jobs	↑ Job Resources		↑ New Inventions	↑ New Industries	600
	700	102,936	2,928	-	160,907	6,908	13,960	↑ Arts Programs		↑ Cultural Participation	↑ Interest in Arts		700
	800	953,808	3,249	36	2,323,265	19,663	107,549	↑ Passion for Reading					800
	900	219,117	251	-	223,986	1,380	17,434	↑ Historical Awareness		↑ Museum Attendance			900



Draft Revised 6/1/2015 9:00am

[illegible]